

From: Laura Graham <lgraham@j Friday, January 28,20114:49'PM
Sent: Abedin, Huma; Hunter, Theresa M; Brandt, Mark R; Lukens, lewis A
To: Re: laura graham just confirmed, she will fly bade with us. thank you very
Subject: much
Categories: Blue Category

Sure. Will email you Theresa. Thx lg
Laura Graham Chief Operating Officer &
Chief of Staff to President Clinton The
Clinton Foundation 55 W 125th St NY,
NY 10027 ■■■ phone
212-348-9855 fax
Lgrahanj
Laur^

RELEASE IN PART B6

J

Please consider the environment before printing this e-mail

Front: Abedin, Huma
To: Hunter, Theresa M ; Brandt, Mark R; Lukens, Lewis A
Cc: Laura Graham
Sent: Frt Jan 28 16:41:37 2011
Subject: RE: laura graham just confirmed, she will fly back with us. thank you very much
Laura - can you give this info to Theresa please?

From: Hunter, Theresa M
Sent: Friday, January 28, 20114:41 PM
To: Abedin, Huma; Brandt, Mark R; Lukens, Lewis A
Subject: RE: laura graham just confirmed, she will fly back with us. thank you very much

Hwttna,
Wo need her passport information for immigration at Andrews upon the return, is there someone i can contact to get that information?
Thanks

From: Abedin, Huma
Sent: Friday, January 28,20114:34 PM
To: Hunter, Theresa M; Brandt, Mark R; Lukens, Lewis A
Subject: faura graham just confirmed, she will fly back with us. thank you very much

.. (

[RELEASE IN PARTBBI]

Hickson. Diamonece

From: Danielta Ballou-Aares <Daniella.6allou*Adie4
Sent: Thursday, August 12, 2016 12:05 PM
To: Mills, Cheryl D; Curtis, Meghann A; Timyan, Judith (LAC/CAR)
Cc: dairecoierrel; tPaul Farmer; Velasco, Jorge (HAITVt&E); liszczych, Joanne
Charlotte Eddis; Judith Timyan Subject: Re: HEALTH MEETING on 17 August
(Tuesday) at 3pm - CDM [Haiti] Time to connect
today on health donor meeting plans?

Hi All,

Claire and I just had the opportunity to speak and wanted to plan a quick check in today or first thing tomorrow to discuss plans for next week's meeting of major health donors/NjGOs. Suggested agenda items are: 1) discuss outcomes sought from the meeting; 2) expected role of IHRC fn health sector and relative to existing coordination mechanisms (health sector table); 3) discuss IHRC decision-making process and timing

«* *

Joanne — Does Cheryl have a 30 minute window Ideally this afternoon (at 3pm EST or later), or otherwise tomorrow morning? Would you be able to set up the call? Invitees would be Claire, Cheryl, Paul (who arrives at 1.30pm HT), Judith, Meghann, Charlotte and myself (all copied here). Many thanks.

Best,
Daniella

On 8/11/16 11:33 PM, "Cheryl Mills" <MillsCD@a>state.Bov> wrote:

Claire

- Daniella, Judith and Coco (Jorge) collectively will reach out to you later today or tomorrow am to provide support.

Daniella is working on a ppt that likely can be used for the meeting that follows the notional agenda but In the end, it needs to have your imprint and that of Minister Larsen so it would be ideal for you all to work together to create what best reflects the GOH goals and objectives as supported by you through the IHRC. Daniella can share that with you tomorrow am.

I am attaching ter you again material you have seen as a reminder of what also have been seen, either by the Cubans and MOH (second document) or by the Brazilians/Canadians/French (first document) and GOH so that as you an create a new presentation, you are sensitive to what may appear to "USG" centric (alternatively, you can just credit the slide to that prior presentation so that the source for specific slides that are similar reflect it as the source).

I

You have great partners in Daniella, Judith and Coco to help make this all happen without overwhelming you and ensuring that Minister Larsen's vision is the driving force.

If the document you create has to be translated to french, we will need by noon Friday for our translators to do it.

Best.

cdm

From: Mflls, Cheryl D
Sent: Wednesday, August 11, 2016 11:27 AM
To: Curtis, Meghann A; Timyan, Judith (LAC/CAR); 'Danjigja Bajtati-Aares*
Cc: 'Eric Bravermanant |; 'dalrecpterrd |

Subject: FW: HEALTH MEETING on 17 August (Tuesday) at Spm - COM Follow-up on our

meeting last week Okay - Judith, Damella and Meghann, see PM response below - the work

begins.

You all should reach out to Larsen to start scripting the meeting, materials, and also to Claire to wrap her in this process so they both can own it at the meeting, (copying Claire who is en route).

We should provide any overview or other documentation support they need. We should actually produce it for them unless McKinsey has the bandwidth to do so b/c the Minister will not have the resources to do it - we should make sure all the materials genuinely reflect what they want addressed and are presented professionally.

Would welcome seeing what will be presented for GOH on Friday early b/c we need to then get materials translated to French and we need to give to the translators ideally by noon on Friday to hit that mark.

I am adding Eric Sraverman (McKinsey) into the mix so he has the background and he can make sure to shepherd the production of appropriate agenda, presentation materials, etc., stay on top of IHRC for logistics of meeting (like translators, attendance, projection, etc) - he'll likely hand it off to someone else but he will know who to get involved.

i am attaching the ppt we already shared with Brazil, Canada, France and the MOH (and Cubans now that I think of it though theirs was more comprehensive).

cdm

From: imbellervel~ ~1
Sent: Wednesday, August 11, 2016 11:17 AM
To: Mills, Cheryl D; Gabriel Verrette; Gessle Bellerive
Subject: Re: HEALTH MEETING on 17 August (Tuesday) at Spm - CDM Follow-up on our meeting last week

OK doing the follow up with Gaby. We'll copy you. Thanks,
Sent from my BlackBerry® device from Digicel

From: "Mills, Cheryl D" <MiflsCD@state.gov>

Date: Wed, 11 Aug 2016 11:10:51 -0400 To:

<Imbellervel~ |

Cc: <drmaglarsenl #<irgv53j]>; Curtis, Meghann AcCurt isMA@state.gov>; Timyan, Judith W(LAC/CARW)<itimvan@usaid.gov>

Subject: HEALTH MEETING on 17 August (Tuesday) at 5pm -- CDM Follow-up on our meeting last week

Dear Jean-Max:

Brazil (Rubens), Canada (David M), France (Pierre) and the USG (I) had a successful call yesterday. We stepped through the agenda I sent you yesterday and concluded that we all could be available for a health sector meeting on Tuesday - after the IHRC Meeting - to ensure the participation of France (Pierre) as he is leaving on an early flight Wednesday. I know that Paul Farmer and David Metier (Red Cross) also will be available. We all want to be able to reinforce the importance of coordination in support of the GoH/MOH interim Plan for the health sector and the importance of all donors acting pursuant to the coordination provided by the IHJtc and Minister Larsen.

In the course of our conversation yesterday, the Canadians, French and Brazilians yesterday underscored their desire to have the IHRC lead in place to provide health coordination fitting forward. Gabriel has indicated that is moving forward with Claire Pierre as the health sector lead at the IHRC. As you know, the USS has been pushing for the appointment of an IHRC health sector lead - it will be very helpful if Claire could be formally introduced in this role before next week, so that she can play a moderating role at the meeting with the Minister of Health.

If this approach continues to make sense to you, I have provided a draft email that could go to the invitees today so that they plan to participate in such a meeting at 5pm on Tuesday (which will be after the IHRC and the HRF meeting - ideally at the same place if you/Gabriel can make those arrangements), I also am providing the email addresses for invitees as a starting place - I am sure there are others that you and the Minister will want included so this list is in now way exhaustive.

We are happy to work with the Ministry, the IHRC and McKinsey this week in advance of the meeting regarding the flow of the meeting and the production of any materials or other supporting documentation you might want produced. Judith Hmyan works closely with the Minister and we also have done some overview analysis of the Haiti health sector which we are happy to share.

Potential Invitee Emails to Add to GOH List of invitees

Brazil - Rubens Gama | Canada - David Maloney |
France - Pierre Duquesne |
USG - Cheryl Mills | millscd@state.gov Cuba - Lorenzo | Somarriba |
PAHO - Dr. Henriette Chamoufflet |
PIH - Paul Farmer |
Red Cross-Ricardo Calvano |
Melier |
UNICEF - Ms. Francoise Grutoos- |
UNFPA - Igor Bosc |
UNAIDS - Ernesto Guerrero |
Medishare - Sarth Green |
Oetors w/D Borders (France) - Ms. Delphine Judoche |
World Vision - David Taylor |
Save the Children - Gary Chaye |
Catholic Relief Services - Scott Campbell |
Plan international - Rezene Tesfamarlam |

Draft email attached for today - let me know how we can help.

Best,

cdm

Danes* BMou-Aarm. ^wv
Dallai:B Global
UNCLASSIFIED U.S. Department of State Case No. F-2015-16287 Doc No. C06003800 Date: 10/21/2018
203 Enl 42nd St/K.
Suite i«U **N^edLMLIMtt**

Ttl«1 212 JM 4104 (0)
Fa«.«12UBB7»t*
If««PEBHE«EH'; | NAIROBII MEW VPHKISAMTLAQO | SAN FRANCISCO I WASHINGTON QC

This a-mail b confWentW wd inky wto alto t* bgity prtfejed If you hav« ieeet»«M n enw, you aw on rtctt* of ai ittus. Pleue notify vs remedaiftly try tope-auS ami Oiw
Mata ttfisrwaafit tom your iyra» Pluu *> not oopj U or um !! (of my pirpctes, w di*c*>*B lui comers* u> iny other p«non to <3o leeevW tw » w««n eoafitMnea. TK»n* you tv
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d Please consider the environment before printing this email.

UNCLASSIFIED U.S. Department of State Case No. F-2015-16287 Doc No. C06003803 Date: 10/21/2016 Hickson,

Diamonece

From: clairecpierrej | [RELEASE IN PART B6]
Sent: Wednesday, August 11,2010 5:03 PM
To: " Mills, Cheryl D; Curtis, Meghann A; Timyan, Judith (LAC/CAR); Daniella Ballou*Aares
Cc: Eric Braverman; Paul Farmer; Velasco, Jorge (HA1TI/H&E)
Subject: Re: HEALTH MEETING on 17 August (Tuesday) at 5pm -- CDM CONNECTING CLAIRE WITH DANIELLA, JUDITH AND COCO

Cheryl,
Thank you so much.
I am looking forward to working with and learning from Judith, Coco and Daniella as we all support the MOH in developing a clear operational plan.

Daniella- are you in- Haiti?. I can be reached at
Claire and would love to check-in in the morning.

Sent from my BlackBeny® device from
Digicel

cdm

From: Mills, Cheryl D
Sent: Wednesday, August 11, 2010 11:27 AM
To: Curtis, Meghann A; Tfmryan, Judith (LAC/CAR); 'Daniella Ballou-Aares'
Cc: 'ErlQ Braverman'; '~'; 'dairecplerref'; 'I'
Subject: FW: HEALTH MEETING on 17 August (Tuesday) at 5pm - CDM Follow-up on our meeting last week

B6

Okay and Megfianrj, see PM response below -- the work begins.

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cdm

From: Imbederive" --- ----- 1
Sent! Wednesday, August U, 201011:17 AM To:
Mills, Cheryl D; Gabriel Verrette; Gessie Bellerive

Subject: Re: HEALTH MEETING on 17 August (Tuesday) at 5pm -- COM Follow-up on our meeting last week OK

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Best.

.UNCLASSIFIED U.S. Department of State Case No. F-2015-16287 Doc No. C06003803 Date: 10/21/2016

From: "Mills, Cheryl D" <MillsCD@state.gov>
Date: Wed, 11 Aug 2010 11:10:51 -0400

Brazil (Rubens), Canada (David M), France (Pierre) and the USG (I) had a successful call yesterday. We stepped through the agenda I sent you yesterday and concluded that we all could be at the health sector meeting on Tuesday after the IJRC Meeting - to ensure the participation of France (Pierre) as he is leaving on an early flight Wednesday. I know that Paul Farmer and David Melzer (Red Cross) also will be available. We all want to be able to reinforce the importance of coordination in support of the GoH/MOH Interim Plan for the health sector and the importance of all donors acting pursuant to the coordination provided by the IHRC and Minister Larsen.

In the course of our conversation yesterday, the Canadians, French and Brazilians yesterday underscored their support for the IHRC lead in place to provide health coordination going forward. Gabriel has indicated that he is moving forward with Claire Pterre as the health sector lead at the IHRC. As you know, the USG has been pushing for the appointment of an IHRC health sector lead - it will be very helpful if Claire could be formally introduced in this role before next week so that she can play a moderating role at the meeting with the Minister of Health.

My approach continues to make sense to you, I have provided a draft email that could go to the invitees today so that they plan to participate in such a meeting at 5pm on Tuesday (which will be after the IHRC and the HRF meeting - ideally at the same place if you/Gabriel can make those arrangements). I also am providing the email addresses of invitees as a starting place - I am sure there are others that you and the Minister will want included so this list is in now way exhaustive.

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Potential Invitees to Add to GOH List of invitees

- Brazil - Rubens Gama f []
 - Canada - David Maloney []
 - France - Pierre Duquesne ^
 - USG - Cheryl Mills mills@dhs.gov
 - Cuba - Lorenzo Somarriba [] ~| Ricardo Garcia { }
 - PAHO - Dr. Henriette Chamaille []
 - PIH - Paul Farmer ([] ~ ~
 - Red Cross - REcardo Calvano [] * * t David Melzer
 - UNICEF - Ms. Francolse Grutoos []
 - UNFPA - Jgor Boscr [] * []
 - UNAIDS - Ernesto Guerrero []
 - Medishare - Barth Greenr [] * * []
 - Doctors w/o Borders (France) - Ms. Delphine Judoche ([]
 - World Vision - David Taylor []
 - Save the Children - Gary Chaye
 - Catholic Relief Services - Scott Campbell Plan International - Rezene Tesfamarian
- Draft email attached for today - let me know how we can help.

Best,

cdm

B6

Diamonece _____; ■ _____
From: Andrew.Caveyj _____
Sent: Monday, August 09,2010 9:36 AM
To: Garry Conille; Milts, Cheryl O; Laura Graham; Gabriel Verret _____
Cc: Laszczych, Joanne; Warnholz, Jean-Lou is; Eric Braverman (RELEASE IN PART
Subject: Re: Debris project [P t⁶⁶ . _____
i

Yes, we'll ask ihrc staff to help scan and we'll send.

We agree that it's a vague proposal, neither a strategic plan, nor aconctete project. It has ho dollar value, even *■ though verbally the PM said 'it was ~\$200M. As you might have seen from the goals slides we sent last night, this is one of the weaker areas in what is being put forward.

Hervey Day has taken point for the PM on debris, and we'll chase him down this morning to get clarifying details (following an email we sent him yesterday).

Andrew

Dr Andrew Cavcy
McKinsey and Company
1 Jenmyn Street, London, SW1Y 4UH, UK

lay, August 09, 2010 9:26 AM
From: Mills, Cheryl O (<mailto:MillsCD@5tate.gov>)
Sent: Monday, August 09, 2010 9:26 AM To: Andrew.
Cc: Laszczych, Joanne; wamnoizi
Subject: FW: Debris project [P
r_Cavey{ } Laura Graham; Garry Connie; JrgvSj
ch, JoanrorWamfioSTJean-Louls

I read the presentation.

I don't get it.

In particular, what I don't get is.what is proposed to increase debris removal - are they bringing In more trucks or what?

I also don't see a costing.

i get the landfill idea, what I don't also get Is the timeline associated with it.

Do others who may have seen this before get this?

Can you advise - is there more paper that might elucidate the ppt? cdm

+ 9V«BBOBBBDaBBBBBBB,DBBOcaaaBaqBasBBBHBTftbsqgS0cirH-HaBoasBasoBeaDBB*PBaeBBBq«f
This email Is confidential and may be privileged. If you have received it in
error, please notiCy us immediately and then delete it. Please do not. copy
it, disclose its contents or use it for any purpose.
tB«UHEHO(3BUBairJBaD = sanCSSDEIIB EICCXIDvCa^tkQSOÖDDC FCHCOVRPCCBDa anBBBDaaBBCSBp^i

10/21/2016 Hickson, Diamonece _____

From:	Dowd, Katie W	Urena:
Sent:	Tuesday, July 13, 2010 5:09 PM	Andrew^CaveyQ
To:	'Laura Graham'; Steven Barnes;	Atemholz, Jean-Louis;
Cc:		
Subject:	RE: 2010-07-09IHRC Progress Timeline to CDM.docx Klevorick, Caitlin B Mills, Cheryl D; Angel	RELEASE IN PART B6

Hi an

Sorry to pester but for this document below. Do you want this put on the homepage as the latest update from the IHRC, or no and you would you like this posted as a Progress Update on the "Progress" tab?

INTERIM HAITI RECOVERY COMMISSION UPDATE

Established by decree on April 19, the Interim Haiti Recovery Commission's (IHRC) mission is to facilitate rebuilding investments and efforts that are Haitian-led, coordinated, effective and efficient, ensuring that the implementation of priorities, plans and projects are faithful to the Haiti Action Plan, and properly sequenced to build Haiti back better

President Preval asked Prime Minister Jean-Max Bellerive and President Bill Clinton to serve as co-Chairs of the IHRC to help guide donor and other stakeholder investments to help Haiti realize its vision for a stable and prosperous future.

-Learning lessons from the rebuilding after other natural disasters, including rebuilding efforts in Aceh Indonesia after the December 2004 Tsunami, the Government of Haiti created the IHRC - a new governmental entity - in April 2010, three months after the earthquake. The IHRC has an 18-month mandate to ensure that development work on the ground in service of the people begins now.

Developments, which will be updated, to date are as follows: * /

January

- 12 January 2010: 7.0 earthquake strikes Haiti
- More than 230,000 people die
 - 30% of the civil service perishes
 - 50% of the country's GDP is lost
 - More than 1 million people become homeless

March

- 31 March 2010: International Donors' Conference Towards a New Future for Haiti takes place at the United Nations
- The Government of Haiti presents Action Plan for National Recovery and Development of Haiti.
 - * 48 countries, multilateral institutions and NGOs pledge more than \$5 billion over the next two years for reconstruction efforts.

April

15 April 2010: The Haitian Parliament adopts legislation allowing President Preval to establish the IHRC

19 April 2010: President Rene Preval and the Council of Ministers sign official decree formally establishing the Interim Haiti Recovery Commission (IHRC)

- President Preval names Prime Minister Jean-Max Bellerive and President Bill Clinton as the IHRC's Co-Chairs.

May

3 May 2010: Price Waterhouse Cooper, Hogan and McKinsey & Co. join as pro-bono consultants ' 3 May 2010:

IHRC launches search for Executive Director

20 May 2010: Co-Chairs Bellerive and Clinton contact heads of state and organizations that will have board representation, to request the nomination of a senior representative to serve on the Board of the IHRC

31 May 2010: The IHRC launches its website www.cirh.hrt

- The website has information on the IHRC's mission, organization structure and the authorizing Presidential decree.
- It is updated with current information and news pertaining to the IHRC.
- The website tracks pledges and has approval forms for project proposals as well as forms to catalogue pre-existing projects
- It provides a way for people to contact the IHRC with questions about projects, progress, or general information.

June

1 June 2010:* Prime Minister Bellerive and President Clinton announce an international commitment to build 125,000 hurricane-resistant transitional houses.

- A little over a month later, 83 3/4 of funding pledged is available to NGOs on the ground
- Nearly 4,000 transitional shelters have been built
- Materials for more than 14,000 are in country ready to be built once appropriate sites have been identified
- More than 27,000 have been ordered and are on their way to Haiti.

1 June 2010: IHRC Co-Chairs host an information meeting for Board Members

7 June 2010: IHRC opens its doors in a purpose built and fully equipped office tent and begins growing its staff to fulfill its mandate and meet its workload

17 June 2010: IHRC holds the first board meeting in Port-au-Prince

- To ensure all members work in the best interest of the people of Haiti and consistent with the vision of the Government of Haiti, the IHRC ratified a Code of Conduct and bylaws.

17 June 2010: IHRC Board approves USD \$31 million worth of projects

- Projects include budget support for the Government of Haiti and funding for hurricane resistant shelters.

From: Laura Graham Sent: Tuesday, July 13 7:22 AM

To: Dowd, Katie W; Steven Barnes; !

Cc: Mills, Cheryl D; Angel Ifrena; ArtofgwH.

Subject: Re: 2010-07-09 IHRC Progress Timeline To

Wamholz, Jean-Louis; Kfevorick, Caitlin B

Yes. I thought we had. already put those up. Andrew-can you send to katie what was adopted at June 17 board meeting so we can load today. Thx Laura Graham Chief Operating Officer & Chief of Staff to President Clinton The Clinton Foundation 55 W 125th St NY, NY 10027 iPhone 212-348-9855 fax

Please consider the environment before printing this e-mail

From: Dowd, Katie W To: Laura Graham; Steven Barnes
Cc: Mills, Cheryl D ; Angel Urena; AndreW_Ldvey, J; Wamholz, Jean-Louls ; Klevork*, CaltUn B
Sent: Tue Jul 13 10:35:24 2010
Subject: RE: 2010-07-09 IHRC Progress Timeline to CDM.dope
Here is the final document with those last edits made to remove future board meetings along with the note about consultations. I wifi send for translation into French and Creole now.

As an aside it says the code of conduct and bylaws were ratified however they are not up online. If this is something that you would like posted and is available please send the final docs and we can post these. Best, Katie
From: Laura Graham F
Sent: Tuesday, July 13, 2010 9:45 AM

To: Dowd, Katie W; Steven Barnes; Wamholz, Jean-Louls; Klevorlek, Caitiin B
Cc: Mills, Cheryl D; Angel Urena; Anarew_caveyr Subject: Re: 2010-07-09 I
IHRC Progress Tfmelfne toCOM^ooT
Remove the sept board meeting and any other board meeting dates.
Laura Graham
Chief Operating Officer
& Chief of Staff to President Clinton
The Clinton Foundation

L TTO3WBBHT	shone ax
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Please consider me environment before printing this e-mail

From: Dowd, Katie W
To: Laura Graham; Steven Barnes; I > 1: Wamholz, Jean-Louis; KlevorJck, Caltin B
Cc: Mills, Cheryl D; Angel Urena; Andrew^Caveyj a
Sent: Tue Jul 13 09:42:24 2010 -----
Subject: RE: 2010^07-09 IHRC Progress Timeline to CDM,dooc
Laura

Thank you for clarifying and apologies if this is a dumb question but then do you want to keep the reference to the September Board meeting which follows the July,

n

1 September 2010: IHRC Board Meeting

- To ensure accountability and transparency, board members' votes on projects will be open to the media, and vote tallies will be published.

From: Laura Graham | _____
Sent: Tuesday, July 13, 2010 9:41 AM
To: Dowd, Katie W; Steven Barnes; _____ b Wamholz, Jean-loufs;KtevorteK, CalttnB
Cc: Mills, Cheryl O; Angd Urena; Andrew Cavp _____
Subject: Re: 2010-07-09 IHRC Progress Timeline to CDM.docx

Remove both references since we are postponing the meeting be the first one isn't ready
Laura Graham Chief Operating Officer & Chief of Staff to President Clinton The Clinton Foundation -SSJCUaiLSLNY. NY 10027
_____ phone
212-348-9855 fax

Please consider the environment before printing this e-mail

From: Dowd, Katie W To: Laura Graham; Steven Barnes
B;T
i; And
Cc: Mills, CheiyI O; Angd Urena; An'drewicaveyL
Subject: RE: 2010-07-09 IHRC Progress Timeline to CDM.dooc
Thanks right now, under July
these two activities are listed. Will remove the board meeting reference.

22 July 2010: IHRC completes consultations with Itey Ministries to identify their most important goals for the next 18 months

22 July 2010: IHRC Board Meeting

- To ensure accountability and transparency, board members' votes on projects will be open to the media, and vote tallies will be published.

From: Laura Graham | _____
Sent: Tuesday, July 13,2010 9:36 AM
To: Dowd, Katie W; Steven Barnes; f " _____ ~ _____ Wamllofe, Jean-Louls; Klevorick, Caltiin B
Cc: Mills, Cheryl D; Angel Urena; Andrew_Cavey| _____
Subject: Re: 2010-07-09 IHRC Progress Timeline to CDM.dooc

If the 22nd is fisted as next board meeting, we should remove that reference altogether
Laura Graham
Chief Operating Officer
& Chief of Staff to President Clinton
The Clinton Foundation
55 W 125th St. NY, NY 10027

Uphone
_ 212; 3 46^9855_fax_

Please consider the environment before printing this e-mail

From: Dowd, Katie W
To: Steven Barnes;] I; Warnholz, Jean-Loiris; Klevorick, Caitlin B
Cc: Mills, Cheryl D; Laura Graham; Angel Urena; Andrew_Gavey
Sent: Tue Jul 13 09:17:10 2010
Subject: RE: 2010-07-09 IHRC Progress Timeline to CDM .dooc
Yes, I will assume that with no other changes, this is good to go?

From: SDeven Barnes j 1
Sent: Monday, July 12, 2010 5:19 PM
To:] Warnholz, Jean-Louis; Ktevorick, Caitlin B
Cc: MUIS, Cheryl D; Laura Graham; Angel Urena; Andrew Cavey; Dowd, Katie W
Subject: RE: 2010-07-09 IHRC Progress Timeline to CDM.docx -----

Katie, pending any further input from LG, can you please post this to the site?

Thanks,
Steve

From: f
Sent: Monday, July 12 2010 4:57 PM To: Warnholz, Jean-Louis; Steven Barnes; Klevorick, Caitlin B Cc: Mills, Cheryl D; Laura Graham; Angel Urena; Andrew_Gavey Subject: Re: 2010-07-09 IHRC Progress Timeline to CDM.docx

This is not yet confirmed, so I think we keep it vague for now. There was a meeting 2 weeks ago with Laura, Gabriel, PM and Gary where all expressed the preference for the date to be 17 June (1st board meeting), however, this is now being checked with the lawyers.

Cheers,
Simon
. Best, JL

From: Steven Barnes |
Sent: Monday, July 12, 2010 4:18 PM
To: Steven Barnes; Ktevorick, Caitlin B; I
Cc: Mills, Cheryl D; Laura Graham; Warnholz, Jean-Louis; Angel Urena; Andrew Cavey ~ 1
Subject: RE: 2010-07-09 IHRC Progress Timeline to CDM.docx -----

■ B6

Updated to include members' votes will be published, is this good to go?

From: Steven Barnes
Sent: Monday, July 12/ 2010 2:26 PM
To: 'Klevorick, Caitlin B'; I ~ 3
Cc: Mills, Cheryl D; Ioraham Warnholz, Jean-Louis; Angel Urena; Andrew Cavey!
Subject: RE: 2010-07-09 IHRC Progress Timeline to COM.dbot

Yes, as I understand it votes are open to media but not to public per se, and votes will be

published. Thanks.

From: Klevorick, Caitlin B [<mailto:KlevorickCB@state.gov>]

Sent: Monday, July 12, 2010 2:23 PM ■
To: [redacted] ~Steven Barnes
Cc: Mills, Cheryl D; r g r a h a m i T — — ■ i Wamholz, Jean-Louis; Angel Urena; AndrewjCaven ~ i
Subject: RE: 2010-07-09 IHRC Progress Timeline to CDM.dooc

Steve:
Just want to be clear—media can come in at the end for the vote, but the public cannot? Also will vote allies be published? i

Thinks
' »
j
■ To ensure accountability and transparency, board members' votes on projects will be open to the media.

Fromij

From: Steven
To: Andrew
Subject: RJE:
Timeline to CUM.docx

ruess J "
12:20TKT7tST"

Barnes Sent: 07/12/2010
Cavey; Angel Urena j
2010-07-09 IHRC Progress

Andrew,

Attached our are edits - please let me know Ef this reflects what we discussed on the calls, and If you have any other edits.

Thanks,
Steve

From: Andrew_Cavey._____
Sent: Monday, July 17, 2017 7:50AM
To: laur

rcattlin Klevatorick; tgraham@wJcoffice.com; Cheryl Mills; Steven Barnes; Jean-Louis

Cc:
Angel
Wamh
olz.

Subject: Re: 2010-07-09 IHRC Progress Timeline to COM.docx

HI -1 think the attachment accidentally dropped off this e*fnail. Could someone please resend? Thanks! Andrew

Dr Andrew Cavey

McKlaev a Company. 1 Jewtyn Street. London. SW1V 4UH, UK ■ M I
8 lax-♦♦.207.3318.5156 & mob

O L

From: laure.a@pBiWentUmisn,corti
To: 'ChwylMBS' <mms0@Bttata.60>, "Catflin Kievcrfe" <KJpvortXc@fintfle.cov>, lfwlwm
Cc: *Jein-Loui' Wtmftotf <W*mmoHJ@iU18.fo>*, 'Aralra* Cavey |
A i g a l | u a - >>>)TWiOmr|

fSWA BUMS'

Subject: R«; 201047-09IHRCProgressTimelinetoCOM.doca

Need remove board meetings open to the public. Not entirely true. Positions have evolved on this in recent days. Adding andrew and my press team for addtl input and katie for load to web once its final. Andrew, Steve, angel- need edits asap so we can get this loaded today. Also need it translated into french-creole.

UNCLASSIFIED U.S. Department of State Case No. F-2015-16287 Dot No. C08003835 Date: 10/21/2016
Sent via BlackBerry by AT&T

75

s

From: "Mills, Cheryl D" <MillsCD@state.gov>
Date: Mon, 12 Jul 2010 05:07:52 -0400
To: IClevorick, Caitlin B <KlevorickCB@stAtc.gov>; <Igraham
Cc: Wamholz, Jean-Louis <WamholzJ@state.gov>; Mills, Cheryl
D <MillsCD@state.gov> Subject: Fw: 201(M)7-09 IHRC Progress Timeline to
CDM.docx

Cailljn

Looks good - laura and co need to fill in - ideal if it can go up today.

Cdm

■ -

Sent via BlackBerry by AT&T
Diamonece

From:	.Curtis, Meghann A	RELEASE IN PART Bfi
Sent:	■ Wednesday, June 23, 2010 1:15 PM	
To:	J Mills, Cheryl D	
Cc:	taura	
Subject:	Wamholz, Jean-Louis; 'Amitabh Desai'	
	RE: FW: Geographic Information for Haiti Strategy: CGTO for Haiti	

The CNIGS may have had EU funding but it is something that the USG has also put considerable funding and technical assistance into over the years. My understanding is that the building was completely destroyed in the quake and many of the key staff were killed.

UNCLASSIFIED U.S. Department of State Case No. F-2015-16287 Doc No. C06003841 Date: 10/21/2016

Not sure who is doing staffing plan from McKinsey but eric/andrew/?. it would go in the strategic planning unit.

From: Schwartz, Lee R
Sent: Wednesday, June 16, 2010 12:20 PM.
To: Mills, Cheryl D
Cc: Curtis, Meghann A; Stanton, Katie; Dowd, Katie W; *SCHWARTZLR<_____| I Pennington. Wayne (EGAT/14E); Bakken, Jeff (HAITI/TOY); King, Dennis J; Smith, Nate(DCHA/OFDA); 'loana_Bouvier|_____|
Subject: Geographic Information for Haft Strategy: CGiO for Haiti

Thanks once again for entertaining my suggestions to by to more effectively manage Haiti's recovery opportunities. I've attached, per your request, a position description for the Chief Geographic Information Officer I am proposing be established in the IHRC (first attachment. We are in the process of identifying potential candidates, and have already one promising candidate (j_____) whois scheduled to be in Haiti for the next year under a UNDP contract, but would entertain this CGiO option instead).

i have also solicited support in kind from a number of private ventures that work on mapping, such as Google Earth and ESR1. As well as a commitment from the National Geospatial-Intelligence Agency to support Haitian mapping efforts and the building of a spatial data infrastructure for the country.

My recommendations did not address land tenure issues, which are a separate challenge in their own right. Two USAID land tenure specialists wilt be in Haiti next week.

Thank you very much once again, and best of luck.

Regards,
Lee

Lee Schwartz, Director

UNCLASSIFIED U.S. Department of State Case No. F 2015-16287 Doc No. C06C 03841 Dale: 10/21/2018

Office of the Geographer and Global Issues
MR/GG!

UNCLASSIFIED U.S. Department of State Case No. F-2015-16287 Doc No. C06003876 Date:
10/21/2016

U.S. Department of State Washington, D.C-

20520

FAX (202) 647-0504

This email is UNCLASSIFIED.

UNCLASSIFIED U.S. Department of State Case No. F-2015-16287 Doc No. C06003876 Date:
10/21/2016

Hickson, Diamonece

I From: Sent: Gabriel Verret | #>U/nHnpuby, lulp 23, 2010 8:10 AM

To: Mills, Cheryl D; Laura Graham; Andrew_Cavey{

Cc: cheryl mills; Garry Conille; adesai; T Weymouth; Elizabeth ey; mahvesh qureshi; Eric.Bravermanf Adam Schwarz

Subject: Re: IHRC / First thoughts on next steps %

RELEASE IN PART B6

Andrew:

Board, Commission, or whatever else they want to call it,-it is an unpaid position for participating in meetings once a month or once every other month.

We have this habit in Haiti of public boards being used to provide jobs to friends and political allies (and even strategically at times, to political foes), so to justify the high, unnecessary salaries, the jobs are made full-time jobs, with the five, seven, nine Commissioners stepping all over each other and most importantly, preventing ' the ED from doing his job.

No serious candidate will take (he ED job if we move in the slightest bit away from a straight Board.

GV.

— On Mon, (i/21/10, Andrew Caveyj twrote:

From: Andrew_CaveyC

Subject: Re: IHRC / First thoughts on next steps

To: "Mills, Cheryl D" <MillsCD@state.gov>, "Laura Graham" "Gabriel

Verret" I '

Cc: "cheryl mills" \ ' , "Gany Conille" | " ' | "aidesai"

I, J "T Weymouth" <t. weymouth@hoganlovells.com>, "Elizabeth Donley" lizabeih.donJey@hogan!ovells.com>, "mahvesh qureshi" <mahvesh.qureshi@hoganlovells.com>, EricBravermaj

Date: Monday, June 21,2010,4:35 AM

1 agree and It seemed a bit unusual to me.

Incidentally I've heard that at least one of the Haitian board members (not sure who) is leaving his/her job to do this'full time...

I think It comes down to a perception of what the Board does, and in many ways is highlighted in the English vs French use of language: in English, we're calling it a "Board" (for which the French translation is conseil d'administraion), implying direction setting and oversight roles, whereas in French they call it the Commission, implying more of an operational group of people, i

A
Dr Andrew Cavey
McKiuey and Company
I Jermvn Street. London. \$W IY 4UH, UK
Tel:
Mobil

From: "Mills, Cheryl D"
[MfilsCD@state.gov] Sent: 06/21/2010 04:
!0 AM AST
To: ciera hamf " 2 : Andrew Cavey; ~|
Cc: <cheryl.mills(<gaiTv.cQiil1d V:<adesail 1<l.weymoith@hoganlovdlis.com>;
<elizabeth.dontey@itoganlovells.com>; <mahvesh.quesht@hoganlovells.com>; Eric Braverman; Lynn Taliento; "Mills.
Cheryl D"
<MillsCD@sate.gov>
Subject: Re: IHRC /First thoughts on next sups

My key ques on business cards is purpose.

These ere often used for other than calling cards - they are used for influence * want to take e min to
discuss. Cdm

From: Laura Graham i 3 ~"* 1
To: Andrew^CaveM" " ... ;JrgvS3< --- ' ' * y
Cc: Mills, Cheryl D; | # Gary Conilte <garryxonlle fAmltabh
Desai r ' b tw6ymdutffg Sganloveiis.corh <tweymouth@hoganfoveils.com >;
eiizabeth.donley@hoganlovell5.com <3lizabeth.donley@hoganlovells.com>;
mahvesh.quesht@hoganlovells.com <mahve5h.quesht@IH)jovells.com >; Eric armanf—"■ - ^
55 W 125th St NY. NY 10027 212-348-9855 fax ' ^

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2Budget a/ decide on next steps re: draft budget from last week; b/ circulate and syndicate among donors and Haitian Board members (who in person, who electronically?); c/ seek Immediate funding from some/all donors (contingent on bank account..)

• Sank account status

- Project concept notes: we will circulate the very minor edits we made to them for your info (prev versions already online since Thu). Main issue here is for co-Chair teams to apply pressure on Synergy re: delays in getting template ready. We should decide best approach. Some or it is their fault, some not
- Process going toward; who should do what In the Immediate (next week or two), near (before next Board meeting) and medium- (after next board meeting) term?
- ED recruitment: Laura, are you planning on coming out to PAP this week?

87

3 think we have to cl re minutes and ask for feedback

We shtd aim to have budget to them 2 weeks b4 the
22nd.

Agree in confirming next board meeting in writing Shld
put board members - confirmed on website w bios I'm
fine with bus cards Defer to hogan on how to bylaw
follow up

That's all that comes to mind for now.
Speak tomorrow Andrew

Dr Andrew Cavey
McKinley ACCmainy, Jwmyn Stiwt, London, svm 4UH, U.K. _____
9 ff|_____ I g lax *«.20?.msis8 B mob _____|
O >d«w_eMmj _____|

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SODOSBBDStOCBBBBVBIIQDOEBDDBBBBBBBBB3qBn0BCDiiBBf

This email is confidential and may be privileged. If you have received it in error, please notify ua immediately and then delete it. Please do not copy it, disclose its contents or use it for any purpbse.

10/21/2016 Hickson, Diamonece

From; Andrew_Cave)T
Sent: Monday, June 21,2010 4:36 AM Mills, Cheryl 0: Laura Graham; Gabriel Verret cheryi miifs; Garry Conilie; adesai; T Weymouth; Elizabeth Poniey; mahvesh quneshi; EricBwvernman] |[- ftdam
Cc: Schwarz
Subject: Re: 1HRC /First thoughts on next steps

RELEASE IN PART B6

I agree and it seemed a bit unusuat to me.

Incidentally I've heard that al least one of the Haitian board members (not sure who) is leaving his/her job to do this full time...

[think [(comes down to a perception of what the Board does, and in many ways is highlighted in the English vs French use of language: in English, we're calling it a "Board" (for which the French translation is conseil tfodmtnistration), implying direction- setting and oversight roles, whereas in French they call it the Commission, implying more of an operational group of people.

A
Dr Andrew Cavey
McKinsey and Company
I Jermyn Street, London, SW1Y 4UH, UK

From: "Mills, Cheryl I?" [MillsCD@siate.gov)
Sent: 06/21/2010 04:10 AM AST
To: <tgraham(t Andrew Cavey; f
Ce: <cheryl.millj Paany.coniUeif V: <adcsail I<tweymouth@hoganhivells.com>;
<fdizabeth.donky@hoganlovells.coiri>; <mahvesh.queshi@hogBnlovets.com>; Eric Braverman; Lynn Taliento; "Mills,
Cheryl D" <Mil lsCD@state.gov>
Subject: Re: 1HRC/First thoughts on next steps

My key ques on business cards is purpose.
These are often used for other than calling cards - they are used for influence - want to take a min to
discuss. Cdm

From: Laura Graham * ~ " ' 'm t t i-
To: Afdiew_Cavey[' ~ t i-
Cc: Mills, Cheryl Dif- ' IrGary Conllle |: ^Amitabh
OesaJ j | t.weymouth@hogantovells.com <tweynrouth@hoganlove1ls.com>;
eliMbeoi.oon3eveinoganioveiis.oom <enzabeth.donlev@ihooanlovelfs.com>;
mahvesh.oureshi@hoqanlovells.cqm <malwesh.queshl@hoganlovells.com>; ErleJJravernarj ".*
f" ' |: ' I
Sent: Mon Jun 21 00:28:46 2010
Subject: Re: IHRC / First thoughts on next steps

Thanks andrew for your efforts of past week.

Add budget committee to the list Add HRF follow up to the list tho I think gabriel and I should call meeting w Joe, et all on follow up • gabriel

We have a web call tomorrow I believe to discuss synergy

I think we have to circ minutes and ask for feedback WWe

shld aim to have budget to them 2 weeks b4 the 22nd.

Agree in confirming next board meeting in writing Shld

put board members - confirmed on website w bios I'm

fine with bus cards Defer to hogan on how to bylaw

follow up

Looks unlikely to be able 10 do pap this week due to committments • next monday-tuesday is looking better but I haven't discussed w gabriel or kom ferry. I dd see candidates in NY as well.

Ill leave rest for discussion

.<

Thx laura Laura
Graham •
Chief Operating Officer & Chief of
Staff to President Clinton The
Clinton Foundation 55 W 125th St
NY, NY 10027

i 212-348-
9855 lax

Please consider the environment before printing this e-

mail From: Andrew.CaveJ

To: Laura Graham; GabfierVerrgt'

Cc: Cheryl Mills ;

Elizabeth M.; QuresfirManvesn A; EricJ
Sent: Sun Jun 20 11:00:16 2010 Subject:
IHRC / First thoughts on next steps

; garry.conille
braverman

Amitabh Desai; Weymouth, T. Clark ; Donley,
f

Hi

Hope you had safe trips home after Thursday's extravaganza. I'm having withdrawal from the 100+ emails a day from Oils group, so I drafted out some thoughts on next steps out of the Board meeting, to help kick-start our call Monday at 8am ET (I'm assuming dial in *18666520222, pass code 212-345-7159). These are in no particular order, and by no means exhaustive.

- Board meeting:

a/ View, sanitise, and circulate minutes

b/ Should we ask for feedback?

c/Send list of next steps and how we will approach them

d/ confirm in writing date for next event

e/ Circulate list of contacts for each Board member

VNote the Haitian Board members had requested "business cards" to Gabriel. Is this something we should oblige? g/ confirm all Board members now officially appointed (e.g. International NGO, Japan,... others?)

h/ Whai do we need to start preparing for next and who does ft? (logistics, Invites, material, project proposals, bylaws, budget, etc.)

- Bylaws:

a/ List main issues for further work (e.g. quorum size, power of EO, power of exec committee, whether Board approves ED, putting a max number of times ed/ec can spend money In their ranges before going to Board, art 26 (End using "consultation"), adding "local collectivities" in the stakeholders IHRC will engage with, adding more in the bylaws on project evaluation, adding point on EO and exec committee monthly repons, etc.)

b/ Did we settle on creating a committee to review the governance and bylaws before the next Board meeting vs. engaging all stakeholders? c/ Process for Iteration and syndication

•Budget: 9/decide on next steps re: draft budget from last week; b/circulate end syndicate among donors and Haitian Board members (who in person, who electronically?); d seek immediate funding from some/all donors (contingent on bank account...)

•Bank account status

■ Project concept notes: we will circulate the very minor edits we made to thenifor your info (prev versions already online since Thu). Main issue here Is for co-Chair teams to apply pressure on Synergy re: delays in getting template ready. We should decide best approach. Some of It Is their fault, some not

•Process going foward: who should do what in the immediate (next week or two), near (before next Board meeting) and medium- (after next board meeting) term?

•ED recruitment: Laura, are you planning on coming out to PAP this week?

That's an that comes to mind for now.

Speak tomorrow

Dr Andrew
Cav'ey McKelaty
S Company. 1

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dr
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w

Jamyn Street, London, SW1Y 4UH, U.K.
fax, [redacted] [redacted]

+ 3 CDh^ [redacted]SB>>DDBa3aDDt)BO<< B.BeBSBBBVQQDflBBO Q Bt CK SRDIB V B 4 +
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in error, please notify us immediately and then delete it. Please do not
copy it, disclose its contents or use it for any purpose.

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Diamonece

from: Mills, Cheryl D
Sent: Tuesday, June 15, 2010 1:16 PM 'Laura Graham'; Donley, RELEASE IN PART B6.
To: Elizabeth M.
Cc: 1 Weymouth, T, Clark*
Subject: RE: IHRC/inaugural Board meeting/06.14.10 revised HL documents

I have had will to not be pushy.

With the elimination of the GOH from this section now, leaving it only to donors and ngos as well as projects of national significance, must be fine. ■ * >

cdm

—Original Message—
From: Laura Graham [mailto:]
Sent: Tuesday, June 15, 2010 12:58 PM
To: Donley, Elizabeth M. .
Cc: Mills, Cheryl D
Subject: RE: IHRC/inaugural Board meeting/06.14.10 revised HL documents

Cheryl • ultimately defer to you/HL on the word

LauraGraham
Chief Operating officer
& Chief of Staff to President Clinton
The Clinton Foundation
55 W 125th St, NY, NY 10027

212-348-9855 fax
!

Please consider the environment before printing this e-mail

-"-Original Message—
From: .Donley, Elizabeth M,
Sent: Tuesday, June 15, 2010 11:42 AM
To: Laura Graham; Weymouth, T. Clark; 'Mills, Cheryl D'; 'Cheryl Mills'; 'Gabriel Verref, Amitafch Desai;
Rarrv.conilled # *Warnholi, Jean-Louis'; Michelle Graham Barretta
Cc: Eric BravermanC # i
Andrew_Cavey> | " ' ' | 'David Jansen';
f | " ' ' | i | Waldman, Robert J.;
Qureshi, Mahvesh A; Carrington, Wesley V- Subject: RE: IHRC/inaugural
Board meeting/06.14.10 revised HL documents

Laura ■ We are happy to change "will" to "must" in Article 26(a) - however, I think Cheryl had expressed a preference for "will"... Could you and Cheryl please let us know your consensus on this point and we will revise (or not) accordingly?

Thanks,
Ui

—Original Message—

From: Laura Graham [mailto:laura.graham@clintonfoundation.org]
Sent: Tuesday, June 15, 2010 10:44 AM
To: Weymouth, T. Clark; 'Mills, Cheryl O'; 'Cheryl Mills'; 'Gabriel Verret'; Amitabh Desai; garry.conllef T
'Wamholz, Jean-Louis'; Michelle Graham Barretta
Cc: Eric_Graverman [mailto:eric.graverman@clintonfoundation.org]; Andrew_Cavey [mailto:andrew.cavey@clintonfoundation.org]; 'David Jansen'; f ----- j ' # #Wa Idman, Robert J.;
Donley, Elizabeth M.; Qureshi, Mahvesh A; Carrington, Wesley V.
Subject: RE: IHRC/inaugural Board meeting/06.14.10 revised HI documents

1. I am fine with the draft note from co-chairs in your other email for sending the amended bylaws, I will add a we look forward to seeing you... closing to the draft and will share with Gabriel for GoH approval before translating and sending to both Inti and Haitian board members along with the final copy of amended bylaws.
2. On article 26. Do we want to say in section 26 (a)must Instead of will? I thought we wanted to make it clear that projects falling in the categories/outlined in the subsequent sub-sections MUST be given to IHRC?

Thanks, Laura

Laura Graham
Chief Operating Officer
& Chief of Staff to President Clinton
The Clinton Foundation
SSW 125th St, Y, NY 10027

212-348-9855 fax

Please consider the environment before printing this e-mail

—Original Message—

From: Weymouth, T. Clark [mailto:tweymouth@hogaf1ovells.com]
Sent: Tuesday, June 15, 2010 12:22 AM
To: 'Mills, Cheryl D'; 'Cheryl Mills'; 'Gabriel Verret'; Laura Graham; Amitabh Desai; garry.conille] j 'Wamholz, Jean-Louis'; Michelle Graham Barretta
Cc: Eric_Braverman [mailto:eric.braverman@clintonfoundation.org]; Andrew_Cavey [mailto:andrew.cavey@clintonfoundation.org]; 'David Jansen'; JwaWman, Robert J.;

Andrew_Cavey

Donley, Elizabeth M.; Qureshi, Mahvesh A; Carrington, Wesley V.
Subject: IHRC/inaugural Board meeting/06.14.10 revised HL documents importance: High

.mi

Dear all-

Attached are clean and red-lined versions of the following documents:

- 0 The Bylaws
- 0 The Board resolutions
- 0 The script pertaining to legal/governance issues
- 0 Our presentation

The red*lined versions show changes to the last draft of each document that we sent to the working group. Because PowerPoint does not accommodate red-lining, our changes to the presentation slides are shown in blue; please use the clean version for the actual presentation. We were unable to show the changes to our notes accompanying the presentation slides; these changes generally are meant to conform the notes to proposed changes to the slides and to have our presentation flow more smoothly. Finally, 'the Notes to our presentation are for your and our reference only; they should not be Included in materials disseminated to the Board. '

Please note that the following points remain open for your consideration and Input:

* Bylaws: The attached draft reflects Cheryl's revisions to Article 26, as well as some suggestions that we added to Cheryl's comments. We think the revised version reflects the concepts discussed this afternoon, but of course welcome further input.

* Resolutions: We still have brackets around the concept of "provisional" approval of projects submitted to the Board. For your ease of reference, the resolution reads "RESOLVED, that the Board hereby approves, [on a provisional basis subject to the completion of the tHRC's review thereof,] the programs and projects presented to the Board." We still need guidance as to whether the "provisional" phrase should be left in or taken out.

* Board Script: There are several blanks for speakers and topics, and some language Is in brackets as unconfirmed - We tried to include a placeholder in the Script for each topic that will be considered by the Board, but we do not have

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UNCLASSIFIED U.S. Department of State Case No. F-2015-16287 Doc No. C06003876 Date: 10/21/2016
the latest version of the content of these presentations and therefore look to others to fill in these details (and to edit any language as appropriate to accommodate the speakers' preferences).

The consensus on this afternoon's call was to circulate the revised version of the Bylaws to the Board before Thursday's meeting, as well as to formally notify Voting Board members who want to vote on the Board resolutions but will be unable to participate in the meeting that they will have to vote by proxy. To facilitate such a communication, we separately will email you shortly a proposed cover note from the co-Chairs to the Board on this topic.

UNCLASSIFIED U.S. Department of State Case No. F-2015-16287 Doc No. C06003855 Date: 10/21/2016 Best regards.

T. Clark Weymouth Partner

Hogan Lovells US LLP Columbia Square 555 Thirteenth Street/NW Washington, DC 20004

Tel:

+1 202 637 5600 Direct:

202 637 8633 Fax: .

+1 202 637 5910 Email:

t.weymouth@hoganlovells.com <<mailto:t.weymouth@hoganlovells.com>>

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any of their affiliated businesses who has equivalent standing. A list of the members of Hogan Lovells international LLP and of the non-members who are designated as partners, and of their respective professional

Diamoneee ⁴

From: Mills, Cheryl O
To: 'Andrew_CaveJ'; 'cheryl.millsr'; WarnKolz, Jean-Louis; 'mahvesh.aureshi@hoaanlovells.com'; 't
Cc: 'Sant; 'IgrahamC; 'ganyxoniliel; 'm
Subject: Re: IHRC Board mtg /Summaryof all latest docs tonight

Monday, June 14,2010 5:02 AM
I: 'adesaij; 'm
1
1
X
'eric.bravermanf; 'm
1; Mills, Cheryl O

Subject: Re: IHRC Board mtg /Summaryof all latest docs tonight

Thanks

Will revert on ppt as based upon wording of changes, have a few to add.

One key Issue for call is Issue of bylaws and projects intended to be captured, something andrew highlighted based upon a flag I raised in hogan's ppt. which has led on a separate chain to a series of questions we need to address. ■

II wa could put that early on the agenda for discussion that would be ideal.

1 have a hard stop for me at 845am b/c of another meeting so if there are other items for which my participation is needed, if we could put at top of meeting that would be ideal. For me that also means the hrf issues (or that we need a. Side call on hrf issues).

Also - andrew, note you pt re items being sent to translator. On ppt • you cant do track change so flag this to note changes will be in text • will try to change xolor font but fyi.

■

From: Andrew_CaveJ
To: Gabriel Verret; Laura GrahamL
Cc: chejvl.mllj; I: Mills, Cheryl O; adesaiC
>: garry.conJW"; warnhdlz,Jean-Louis; Weymouth,
T. Clark <t. weymcHJth@hoganlovells.com>; Qureshi, Mahvesh A <mahvesh.Qureshf@hoaanloveils.com>; Don ley,
Elizabeth M. <e1izabeth.dontev@hoQan1ovells.com>; David Jansen
fritt
wiliam.I.macmiUan' >;m
3 Eric BravermanI

JC

Sent: Mon Jun 14 00:33:28 2010 Subject: IHRC Board mtg / Summary of all latest docs tonight

Good evening.

In an attempt to narrow the e-mail chains again, I have attached to this message all the latest documents, and summarised some of the open process questions that will need addressing before Thursday.

SOME CONTENT POINTS:

1. See latest iteration of McKinsey presentation, attached. It includes Cheryl's comments and another turn by the McKinsey team. We have listed the changes below.
2. We need to decide if / how we address project approvals +/- UN projects. (Michelle is organising a call for Monday)
3. HRF: we have reviewed the latest operating manual from the HRF and many questions remain critical and unresolved, despite the agreements at last week's DC meeting. We've summarised these in an attachment (1. This process still allows

UNCLASSIFIED U.S. Department of State Case No. F-2015-16287 Doc No. C06003876 Date: 10/21/2016
for a project approved by the IHRC ED/Co-Chairs/Board to be rejected by the HRF Secretariat and Steering Committee;
and 2. The HRF project approval criteria appear to be broader than those discussed last Thursday). Until we resolve these
questions, we'd need to discuss as a group how we might present an opinion on Thursday, lest we experience another
iteration of the coChairs' vitriol. We have sent the comments to Joe Leitman as well (at his request for feedback) so that he
can start taking action too.

A. Ongoing open questions from Hogan - they will raise them on our call tomorrow before they can finalise their docs
(presentation, Board script, resolutions)

5. Project concept notes. Following our call on Friday, and JL's comments just received, we will do a new turn on them for
integration into the online project template that will go live on 17 June. Note that we have also received comments from
NGOs, and other donors (WB, IOB). This document can and should remain a living document that we iterate over the next
10 months.

SOME PROCESS POINTS;

- a. In the interest of time, we have sent these versions of the McKinsey presentation and Hogan presentations for
translation. Therefore please mark any changes clearly (and do not integrate directly), so that we can help the translators
- b. CF will translate resolutions
- c. McKinsey will arrange printing, but would request support from USG and / or Hogan to carry the documents from DC
to PAP. We can discuss tomorrow.
- d. McKinsey has sent the presentation to our graphics team to improve the look and feel. We will homogenise Hogan's
ppt as well.
- e. Translation of website: I imagine that the website will be getting increasing interest over the coming week. I've read
through the French version this evening and noticed quite a poor quality of translation. Laura - could you please ask your
new translation vendors to do a fresh turn on it?

Thanks for all the comments this weekend.

Andrew

On McKinsey presentation:

Since CDM circulated edits we have made the following changes:

sypjLa

First bullet under 'share information' - The words 'and accelerate' have been added

Second bullet under 'Share information' - changed from 'share recovery progress and information transparently' to 'Get
(and use) the facts to monitor recovery progress and transparently share information'

SLIDE 3

Lead changed from 'With successful IHRC coordination and action - much can be done' to 'With successful coordination,
much can be done' (IHRC reference has been removed as slide subject is BRR)

SLIDE 5

Second bullet point changed from 'Explicit mandate to sunset - success means ensuring Haiti's capacities to move Haiti's
vision for the future forward when MB IHRC closes its doors in 18 months' to 'Explicit mandate to sunset - success means
creating a new agency and set of capabilities to take the (HRC's place)*

Third bullet point the words "setting high expectations for*" have been added

SkIBEI

Third bullet under 'Communications and stakeholder outreach' changed from 'Leverage IHRC*' to 'Leverage Board and
Staff

Added third bullet under 'Monitoring*' that states "Ensure projects and programs, and the IHRC, adhere to the highest
level of governance and performance and are fully transparent"

SLIDE ORDER CHANGE- PAO slide changed from Slide 5 to Slide 10

■
SLIDE 9
Second heading changed from 'Explicit mandate to disappear' to "Explicit goal to sunset and transfer*" and first bullet point changed from 'GoH secondeee to IHRC' to 'Ministry secondees side-by-side with IHRC staff

SLIDE 12- Title under heading changed from 'Upcoming activities*' and 'Upcoming milestones'

SLIDE 14- Has been added until we see whether Hogan’s presentation is updated to cover this point

Dr Andrew Cavay
McKew & Comotiv, i Jeroyn Street, London. SWtV 4UH. UK.
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0 I I

■*CIDDDBIIINBSDDDDCBQDDDB*BDDOB=Bl>ZIID»aBl»Difini:BDaika8l»CDdaB2BBIDDaija”Cf
This email is confidential and nay be privileged’, if you have received it
In error, pleaBe notify us immediately and then delete it. Please do not
copy it, disclose its contents or use it for any purpose.

From: Becca_O'Brien
Sent: Sunday, June 06, 2016 12:06 PM
To: Mills, Cheryl'D
Cc: adesai; Cheryl Mills: garry.conillel; ^ Uura Graham;
Wamholz, Jean-Louis.1; J Andrew Cavey;
Efi Braverman
Subject: RE: IHRC/Current status of docs for Board

Good question - thanks (Of asking, Cheryl. The overview memo is back up material to ensure we all agree as to what each of the boxes on the organizational chart will do. and how those functions fit into the context of the mission, mandate and scope of work. Eventually, with an editorial overhaul, we may choose to use it with the Board, to provide them a fuller picture of how the organization has been designed to function, For how, however, it is for our internal use only.

Becca

Becca O'Brien McKinsey & Company
U.S. mobile: +1 202 462 1111 | Haiti mobile: +1 508 238 1111
efb: +1 202 462 1111

From: "Mills, Cheryl Or <MSbCO@H>ie-jov>
To: L'----- Ilurs Gr>him*|----- L MfltaT"
Cc: <L'mn Tatoritf> " i <BanyxQnnn_ L" r.<Nfcd Kmoravet " I. | "Andrew
Date: 00/06/2016 11:23 AM
Subject: RE: IHRC - Current status of docs for Board

Becca;

What is the purpose of the overview memo so to know how to review?

Thanks.

cdm

Fronde

Team: please find below and attached the status of documents and latest versions (or review). The spreadsheet attached also captures more detail about each document and other to-dos in preparation for the Board meeting. This will be maintained and circulated daily as a common ticksheet over the next two weeks.

If you make changes directly in the spreadsheet please do so in bold.

The list of documents attached or status for delivery is as follows:

1. Agenda - attached; has been revised by COM and MCK since last circulated
2. Bylaws - attached; same draft as last circulated
3. Codes of conduct - attached; COM's comments on Ts doc. for others to review
4. Board code of conduct - attached; CDM's comments on Ts doc, for others to review
5. Procurement procedures - attached; same draft as last circulated
6. Budget and assumptions - final by cob Monday
7. Staffing principles - final by cob Monday
8. Proposal concept note - final by cob Monday
9. IHRC overview memo - attached
10. Board project approval criteria - final by cob Monday
11. Role of Board members - attached; CDM's comments, for others to review
12. Operational plan and milestones - final by cob Monday

Please send changes to me and to Andrew.

Best,
Becca

Becca O'Brien
McKinsey & CamisQy _____
U.S. mobile: | _____)Haiti mobHe:| _____ |
efiax: +1 r—

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This email is confidential and may be privileged. If you have received it in error, please notify us immediately and then delete it. Please do not copy, it, disclose its contents or use it for any purpose.

10/21/2016 Hickson, Piamonece :
From: f
Sent: MorTdaJT May 4 RELEASE IN PART
To: 3T720ID1030"Ali Mills, Cheryl O B6
Cc: adesaf cheryl.roillst 1; garry.conitf I Gessie
Belterive.1 imbellenne ^Gabriel Verret; Laura Graham; mpcedg^
Warnholr, Jean-LouisiQ ~>ndrew_Cavey|
Eric Bravermari
[
Subject: Re: COM RESPONSE TO MCKINSEYS: IHRC / Achieving consensus on key issues
Cheryl.

A very helpful email - thank you for the detailed rationale, it makes it much easier for us to understand your logic. The Mck team got together quickly around this so we can be efficient on the call.

On the PAO, the logic of both doing assessments, in different ways and for different purposes makes sense. As we agreed on the org chart last week, we suggest-not to over detail how this plays out in the roles in the next few hours; it seems not to be necessary right now and we can do It when we drive to the next level of detail on an parts of the organisation.

On the database, I think we agree on the CTO under the ED and results framework Jn the PAO.

On the Private Sector Office, I think we understand and broadly agree and recognise the nee'd to ensure that there are adequate protections from undue influence over the powers of the IHRC. Again an issue for detailed work after the 1st, and we can balance the language of the documents for the 1st to give us the room to get the design right.

Obviously after the call we wil/ align ail of the documents based on the final inputs.

David, Lynn, Eric

David Chinn
Principal, Mckfney & Co.. Inc. Tel Aviv -1 ID; Executive Assistant £
London «i Executive Assistant-I
"Mffls, Chetyl tr<MdbCOB>>att.w>
«AinWw_Cawy< | Taura GrahBm'j
Cc. <cheryl.mill< <adeMI(
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un eonHeT *Geub
Data: 31/05/2 Drtnxw
StOfc COM RESPONSE TO MCKINSEY'S: iHRCrAehmtagameiteiaunfcerinues
Lynn, Eric, Andrew: *&tc pr«nBoni

I read through the memo, which at least with respect to the role of the PAO, is a re-titling of McKInse/s arguments last Thursday. The other points appear to be new; I am unclear where the differences lie among folks but the explication of the Issues is helpful. Thank you for writing all of them down clearly.

I will not Join the 3pm.

With respect to the memo, my points are as follows (and edits I have made to the documents today reflect this perspective):

1. here are several straw assumptions going on in the document to which I don't subscribe and that fact therefore affects my assessment of each of the Issues.
2. respect to the PAO - several points
 - a. At DFID [UK], and now at USAID, there are independent evaluation units (Ruth Levine runs the one now at USAID) - the unit was added doing such in strategy and implementation work). Secretary Clinton and Administrator Shah testified at their CONFIRMATION HEARINGS (i.e., from the beginning as a core tenant for requiring results from aid investments) to the critical need for this function b/c we do not have independent, rigorous, results analysis-typically the results framework and associated benchmarking and surveys are contracted out to the NGO or other implementer doing the project (who of course have a rightfully vested interest in success and how they collect and share data). I can't imagine it will be different here unless we make it different.
 - b. The PAO's office functions will not be to undertake impact assessment and project monitoring to the exclusion of the strategy and implementation - but in addition to. Why the duplication? For the reasons above - for better or worse, it is difficult to do impact assessment without having our biases we built into a project as the strategist or implementer creep in. And ideal strategists/implementers and PAO officials will collaborate to test the work - independently and together b/c ideally - their highest goal is not what occurred but what can occur for the best outcomes and use of resources.
 - c. I say [a] and [b] without regard to corruption - as that was not the driving reason for why USAID (and OFIO) set up monitoring and evaluation offices - they set them up to have an independent assessment of the outcomes as part of the ADDITIONAL feedback to the strategist/implementers and those whose resources are used (e.g., taxpayers, in this case donors' taxpayers as well), d. So the answer to the straw-man set up in the document regarding in which office does impact assessment and project monitoring go - BOTH, for overlapping and differing reasons.
3. With respect to ownership of the database:
 - a. The issue here is which data base - the results framework database or the project management one?
 - b. For the results framework database - in the PAO office for the IHRC the same way we do now at USAID; for the project management database - it should be where the CTO office is and I don't feel religious about the answer to that question as there is logic to both places with slightly greater logic to it being within the purview of the ED.
4. With respect to the role of the private sector:
 - a. The private sector office is trying to do two things: 1) encourage and facilitate (including eliminating bottlenecks to) private and foreign investment; and 2) capture the scope of activities of significance going on throughout Haiti, b- with respect to the size of business it facilitates - there can be a minimum put on it [e.g., \$500,000).
 - c. It still should support and provide training for how/where to get credit; how to start a business; how to link private sector ideas with capital - recognizing that it will just get off the ground by the time it transitions but it can be the precursor for a robust small business/entrepreneur operation.
 - d. In addressing bottlenecks, many of those issues will be land or getting a license (it's something like over 400 days to open a business in Haiti and their own competitiveness council has mapped the roadblocks). This office should seek to use its authorities to facilitate according to a standard - be it size of investment, opportunity for Haitian owned enterprise, or something similarly objective.
 - e. I believe that there also are some projects that should be approved that are of a defining nature and require government approval - e.g., offers for privatization of the airport, port, electricity, etc.
 - f. For other projects, eg. a 50m industrial park, going through the IHRC is optional. Approval is only required if the project wishes to enlist any facilitation support to ensure that it is thoroughly vetted and subject to the diligent processes of the IHRC.
 - g. Haiti boasts numerous private sector opportunities, but many investments are stalling. It* is critical to capture these investments to create much needed jobs and ensure that aid and the work of the IHRC is ultimately sustainable.

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h. Thus, I would have the office_dalhe functions inial, set a floor for facilitation as in fb). and ensure approval of drofegsJlkelet.

Thanks
cdm
na
From; Andrew Caved II #
Sent: Monday, May 31,2010 2:40 AM
To: Jmbellerivf ' ~t Laura Graham; Gabriel Verret; Mills, Cheryl D
Cc: chervLmHI^ tadesall |oarrv.aininerT l:Wamholz Jean-Louis; Gessle
Bellerive: mpcedol lDavtd minn< i crtc Bravermari j
Subject: 1HRC / Achieving consensus on key Issues & setting up call Monday pm

Thank you for an the comments on Tuesday's documents.
We have integrated most of the edits, and will send these in a separate e-mail.
However, the edits brought to light Jack of consensus on three areas (the role of the PAO in impact assessment and project monitoring, the ownership of the project database and the role of the private sector office).
The McKInsey team has therefore prepared the attached short memo to highlight our perspective on these areas. In the consolidated documents whScf) you'll receive in the next e-mail, we have tried to keep the language around these areas broad, until we have had time as a group to align.
As Laura suggested, it's probably easiest to discuss these issues by call. Can I suggest Monday .3pm ET fin case the issues do not get ooverad during the 10:30am ET call)? We can use dial-in +12127980808, PIN (if that time • B6 does not suit, we are available anytime after 3pm ET).

Best.
Andrew

Dr Andrew Cavey
McKJrtsay A Company. 1Jennyn Stmt. London, SWtY (UH, U.K.
CB tori | 9 taxi [8 mo#f
H |-----'

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f BDaBBBBDGaBOOBSBDBSBB0BBBSBEDB (CbpsABBBBDDBBBBilidWBia BBBBBSBBDBnBBaaBBHB^
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UNCLASSIFIED U.S.
Department of State
Case No. F-2015-
16267 Doc No.

RELEASE IN PART
B6

~~06003875 Date:~~
~~10/21/2016~~

From: Mills, Cheryl D
Sent: Friday, May 28, 2010 12:10 PM
To: 'Gabriel Verret; Jean-Max Gellerive; Laura A. Graham; Garry Conille MD Eric
Cc: Sraverman; Lynn Taliento; Yves Robert Jean; Enx Jean-Charles RE: Re: Fw:
Subject: IHRC / RfP for Comms/PR Firm

i think the key issue is this:

- 1) Once you review and approve, you advise J-M;
- 2) J-M/GOH approval should be complete and you sign on b/hof J-M -so your initials after you sign his name (except see 4)
- 3) Laura/Ami cart and 'have been signing-off for WJC
- 4) And if signature of J-M required In places where his role as PM Is integral to what is being signed, J-M should sign but the same day without additional layer of review/delay.

Not hard.

cdm

j

From: Gabriel Verret

Sent: Friday, May 28, 2010 11:20 AM -----1

To: Jean-Max Bellerive; Mills, Cheryl D; Laura A. Graham; Garry Goniile
MD Cc: Eric Broverman; Lynn Taliento; Yves Robert Jean; Enx Jean-
Charles Subject: Fw: Re: Fw; IHRC / RfP for Gommms/PR Firm

Jean-Max,
Cheryl,
Laura,
Gany,

>

The response that I had to provide to Grace Hou below — reluctantly, for I would have preferred to give the approval so we can get going on this - is certain to come up again and again. I have cleared off on Office layout and- the such, and I can review draft Bylaws and RRFP such as this one, but as a practical matter, I have no ¹ authority to make any formal decisions, much less to sign off on MOU with Hogan for legal services or to open Bank accounts as I am now being asked to do.

If this bottleneck is not addressed in all urgency, we will find ourselves right where we were before, with DECISIONS -- as opposed to analyses and reviews -- backing up. In other words, back to Square One.

No need for an Interim ED for that.

Regards.

GV.

— On Fri, 5/28/10, Gabriel Verret [

Jwpote:

From; Gabriel Verret <jrgv53(f

Subject: Re: Fw: IHRC / RfP for Comm-s/PR Firm To: UNCLASSIFIED U.S. Department of State Case No. F-2015-1B287 Doc No. C06003875 Date: 10/21/2016
"Garry Conille"

Cc: J, Andrew Cavey Jean-Max Bellerive
cjmdbellerive@ State, "Gessie Belle rive"), "Eric Braverman"

↑
Date: Friday, May 28, 2010, 11:02 AM

Grace:

Have reviewed the SOW and the recommendation by McKinsey for Restricted RFP for PR firm. I endorse them both.

As for actual approval, however, we have a slight problem since the Procurement Procedures state that:

{1) any action required or authorized to be taken by the Commission in connection with procurement may be executed by the Executive Director or, subject to the Executive Director's oversight and direction, by employees of the Commission Secretariat.

(2) Until the first Executive Director's appointment takes effect, either of the Commission's Co-Chairmen may execute or direct any action required or authorized to be taken by the Executive Director in connection with procurement.

As an unofficial Interim ED, I clearly do not have the authority to provide it (Para 1); and with the PM gone until very late Saturday, I cannot get you his approval (Para 2) until Sunday at best.

Any ideas?

GV.
— On Thu, 5/27/10, j wrote:

From: J
Subject: Fw: IHRC / RfP for Comms/PR Firm To: "Herve Vellet"
Cc: }, "Garry Conille"
Date: Thursday, May 27, 2010, 1:21 PM

Gabriel.
Below is the recommendation for issuing a restricted request for proposals for a Communications/PR firm. We have received the okay from the Clinton team and now need the Prime Minister's and/or your written approval. It would be great to get this done today as we want to begin the procurement process as soon as possible.
Thanks,
Grace

Grace Hou
McKinsey & Company
(U.S. mobile)
(Haiti
mobile)

— Forwarded by Grace Hou/DCG/North America to McKinsey on 05/27/2010 12:11 PM —
Andrew Cavey/OWE/Paris/McKinsey
03/23/2010 04:16 AM

To: P^HUA^T
cc: mpeedgl, Ziff, gary eorflrt
TritMto/pCO/WorthAmerica
MyHabuitfPAR/Europe/
Hou/DCG/NorthAmerica^

J. Lbw Graham

ItoSimn
Grace
Eric

x

!

IOwd

!Mwtn

Subject IHRC rffIP tar ComiM/PRFbm

Laura, Gessie,

This week, In parallel to our discussions on preparing for tomorrow's meeting and 1 June, we have been working on steps to secure a Communications firm. As you know this is a key priority for the IHRC. Could you please seek approval from co-Chairs on the note below by Thursday?¹

Our recommendation to the Co-Chairs is to Issue a request for proposals for Communications/PR support to the IHRC. The process for procurement that has been vetted by the lawyers at Kogan is as follows:

- 1) Co-Chair approval of the interim procurement procedures (attached again for your reference)
- 2) Co-Chair approval of the recommended procurement method - In this case for Communications, a restricted request for proposals (see below)
- 3) Issuance of the RFP (already Co-Chair approved, attached again for your reference)

Given the urgency of getting a Comms/PR firm on board, could you please provide your approval by Thursday of this week? Please let us know if you require further details. We will discuss with Garry and Robert when we see them today.

Best,
Andrew

Communications Procurement recommendation:

IHRC Co-Chairs,

Pending your approval of the interim procurement procedures, we recommend that the Interim Haiti Recovery Commission (IHRC) proceed with Issuing a restricted request for proposals for a Communications/Public Relations firms per Article 48.

The restricted request for proposals will be sent to approximate 4-6 Communications/PR firms (e.g., Burson Marsteller, Portland, Levick, Edelman, and others). For reasons of economy and efficiency, the IHRC will not publish a notice on the website seeking expressions of interest in submitting a proposal. Instead, the IHRC will address the request for proposal directly to the firms.

The circumstances that justify the use of a restricted method of procurement are the following:

- 1) The urgency of the need for a Communications/Public Relations firm to quell local and international speculation about the IHRC
- 2) The speed with which the IHRC needs to hire a Communications/Public Relations firm, especially as important launch dates approach

The restricted method of procurement will ensure enough competition between suppliers while enabling the IHRC to quickly hire the most qualified firm to support Communications/Public Relations.

This action requires Co-Chair authorization until the Executive Director is appointed.

Dr Andrew Cavey
McKinsey & Company, 1 Jermyn Street, London, SW1Y4UH, U.K.

UNCLASSIFIED U.S. Department of State Case

No. F-2015-16287 Doc No. C06003876 Date:

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10/21/2016

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UNCLASSIFIED U.S. Department of State Case

No. F-2015-16287 Doc No. C06003876 Date:

10/21/2016

Hickson, Diamonece

From: Dowd; Katie W
Sent: Monday, May 24, 2010 11:39 AM
To: 'Laura Graham'; Mills, Cheryl D
Cc: Warnholz, Jean-Louis; Katie.w.dowdJ^
Subject: RE: IHRC / Latest documents (1 of 2)

RELEASE IN PART B6

Happy to if everyone would like and if it would be helpful. From this end:

- 1. Currently waiting on a call time from Arthur - do not have one yet.
- 2. Neil and I have connected via phone and Laura, I know he is looking to sync with you to make sure he is up to speed.
- 3. I am documenting all current feedback to provide to Synergy to get the ball rolling with them.

Again happy to get on the phone and am available (202-647-6633) or can update again once we have more from Synergy. Best, Katie ■

From: Laura Graham
Sent: Monday, May 24, 2010 11:34 AM
To: Mills, Cheryl D; Dowd, Katie W
Cc: Warnholz, Jean-Louis; i
Subject: Re: IHRC / Latest documents (1 of 2)

Are we getting on phone?
Laura Graham Chief Operating
Officer & Chief of Staff to President
Clinton The Clinton Foundation B6-
W125th St, NY, NY 10027
phone
212*348-9855 fax

Please consider the environment before printing this e-mail

From: Mills, Cheryl D
To: Dowd, Katie W; Laura Graham
Cc: Warnholz, Jean-Louis; Katie.w.towd
Sent: Mon May 24 11:32:48 2010 Subject: RE:
IHRC / Latest documents (1 of 2) Agree with all
you points.

cdm

From: Dowd, Katie W
Sent: Monday, May 24, 2010 10:44 AM
To: MUIs, Cheryl D; 'Laura Graham'
Cc: Warnholz, Jean-Louis; 'Katie.w.dowd'
Subject: RE: IHRC / Latest documents (1 of 2)

129

laura and Cheryl

Have gone through everything and happy to relay this feedback to Synergy if that is OK with you all. laura, did you have other or additional feedback you would like shared?

Overall, here were some thoughts on design and will get started right away trying to help with content as well.

- 1. Agree, the logos and the design do not seem to quite fit. Seems that the color scheme and graphics should invoke emotions of future, hope, and progress. The current colors do not seem to give that off.

Commission & 2. Submit proposals, apply for jobs. The current layout does not present those as the main current objectives. Also I think we want to build something that allow for flexibility when the team does come on board.

- 3. As for generating content, who ultimately has the lead on producing the written text and who needs to approve that?

Will work on specific feedback with Neil and Synergy but do let me know if you think there are other big pieces of input/feedback we need to move forward. Thanks again Katie

From: Mills, Cheryl O Sent: Monday, May 24, 2016 7:39 AM To: 'Laura Graham'; Katie .w.dowd
Cc: Dowd, Katie W; Warnholz, Jean-Louis
Subject: RE: IHRC / Latest documents (1 of 2)

My quick comments:

- 1. Website needs to be in Creole, French and English -so folks can click to the same site in their native language (which means for launch by Sunday, they need to have translators standing by to do it) - it needs to launch with all three.
- 2. PageO
 - a. What is the mission statement currently? Do we have one
 - b. About us, fine with what they have; should state the composition of the Board, ideally have the org structure, list WJC and PM with bios as a starting place and to the extent any country has designated their rep, their name and bio; the decree in French, English and Creole; the law passed in all three languages too; donor letter should be there that went to countries and entities; great if we can get principles, scope of action and FAQ. but we should see drafts of those today b/c they will require editing and approvals on Weds
 - c. Anti-corruption - would like this expressed as a statement of ethics that reflects the principle of transparency and accountability to the people and the donors - we can write a values statement if they don't have one or lift from the PAO document.
 - d. Pledges - for now should link to pledge site at UN but ultimately should build out its own that feeds * from theirs
 - e. Haiti Action Plan - should link to it directly - in French and English
 - f. Project submission - should either have protocols for this or note that they will be forthcoming
 - g. Progress - should be a latest news sections and include not only March conference but upcoming 2 June summit and IHRC meeting on 1 June; is should also note search for ED, etc. (it is in my mind same as news and events)

- 3. Page 1

- any corruption but not as a title
 - t>. Code of conduct-great if we can get it
 - c Would not that a procedure will be forthcoming
 - d. Would also not it is for more than complaints - it's also for performance measurements end input
 - e. Under Haiti recovery plan, would also include the other two plans that were presented at SD conference*
- private sector plan and i'm forgetting the other -S^dSlyoftrvcaR? Would also include the post disaster needs assessment report
 - f. Projects - don't know that we will be read to populate this area
4. Page 2
- a. Progress - not sure we will be ready to populate this
 - b. Should have a listing of positions and descriptions If ready and if not, at least the positions for which we will be seeking resumes and a link to enter resume that also goes to Korn Ferry
 - c. User log'in - same point as (a) above.

Do we have a url? CiRH or whatever-the French version is and IHRC both going to same site with a .ha.gov or something?

cdm

From: Laura Graham Sent: Sunday, May 23rd 5:58 PM
To: Katte.w.dowd j
Cc: Mills, Cheryl D Subject: Fw: IHRC / Latest documents (1 of 2)

B6

Speaking of. Just got it. See below.
Laura Graham Chief Operating
Officer & Chief of Staff to President
Clinton The Clinton Foundation S5
W 125th St. NY. NY 10027
i ~~~) 212-
348-9555 fax

Please consider the environment before printing this e-mail

From:
To: Laura Graham Cc:
Eric Bravermart!
Sent: Sun May 23 23:46:40 2010 Subject: Re: IHRC
/ Latest documents (1 of 2)

Laura,

The lead Synergi technical point is Arthur Hovanesian, who can be reached at f and mobile) (Arthur is Synergi's senior systems analyst and also the senior project manager of www.refondaiion.ht, Synergi's International Relations Adviser is Arshak Hovanesian j i In Arme
I suggest you copy them both when you reach out. Arthur and his design team are in Armenia, but he is available until 4 PM Eastern time every day.

The two designers Arthur has working on the IHRC website are Marianna Aghajanyan

I _____ and Asya Kostanyan I _____*{.

B6

We will send an e-mail to Synergy letting them know you will be in touch. It will be important to get the Haitian perspective as well, so when we are at an appropriate stage with the website design, perhaps later this week, we will plan to reach out to Haitian colleagues for feedback to make sure the site resonates for them.

For context, I have attached the preliminary, high-level website table of contents that we brainstormed for Synergy to give them a feel for the website needs.-

Becca O'Brien McKinsey &
Comi U.S. oarv..
mobile: efax: | Haiti mobile:
+1 (202) 666-3355;
(202) 666-3355;

From: Lau/a Githfm ^
To: ~Becca_OBria
Cc: Xynn_T«Bwif{
Date: 05/23/2010 11:58 AM
SuS^bcERe: IHRC fL*tnst document* (10) Z)
" Cdc.BravMMiT

Becce,

Can you give me the contact info for synergy. We got state to dedicate their web person for next week or so to help w the look and feel of the webpages. On the fogo, I'd also like to connect them with my graphic design manager. I wasn't really happy with the site mock-ups so please give me their contact and ill connect with Katie and Neil. Also advise them that it) be reaching out*

Thanks laura

Laura Graham Chief Operating Officer ft
Chief of Staff to President Clinton The
Clinton Foundation 55 W 1251st St. NY,
NY 10027
I "iPhone
212-348-9855 fax _____

Please consider the environment before printing this e-mail

From: ~
To: Laura Graham; Amitabh Desai Cc: Gary Conlile; andrew cavey[~
; Ertc_Braverman
■5entrSarMaf22^0T0TT2S'2010 Subject:
IHRC / Latest documents {1 of 2}

Laura, Ami, Garry,

*

Please find attached the latest versions of the following documents: afbylaws

bt procurement procedures * /
d/ web design and logo fifes (very early llret cut) Please note that, as we discussed on the call this morning, we will be reviewing the designs end providing feedback to the designers for them to incorporate on Monday, and we will send you the next turn as soon as we have it for your reactions.

We will have another set of material to share with you early this week. Including draft processes, the enti-corruption unit mission/mandate end the organizational chart

Becca

Becca O'Brien
McKmseY & Company _____
U.S. mobile:j _____ I Haiti mobile: I
efax: +1 (20ZT6i52^5B21I

tBHBBa&aB0RaiflBaaBPBSRiDBBD3iiaBaat9itei)fiEa8sadBDBOHBFiOBPBflaaoafiBBfiBBii»iH4
This email is confidential and may be privileged, if you 'have received it in error, pleaBe notify us immediately and then delete it. please do not. copy it, disclose its contents or use it for any purpose.
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4 BDaaomaaa ■Dx«BDBnaBCBD = asanc a aaa bhd BfiBCDfiBtaxatavuDBPaoPBbPBfiBBBBBBaasaDeca^
This email is confidential and may be privileged. If you have received it in error, please notify us immediately and then delete it. Please do not copy it, disclose its contents or uBe it for any purpose.

UNCLASSIFIED U.S. Department of State Case No. F-2015-16287 Doc No. C06003879 Date:
10/21/2016

Hickson, Piamonece

From: Warnholz, Jean-Louis
Sent: Monday, May 24, 2010 11:29 AM
To: 'Laura Graham'; Dowd, Katie W; Mills, Cheryl D
Cc: Katie.w.dowd^_____
Subject: RE: FHRC / Latest documents (1 of 2)

RELEASE IN PART B6

B6

Katie

Katie

I agree with earlier comments. The key missing piece is a more elaborate projects dashboard that uses latest technology to track progress and allows community participation. As you know, this is something we had discussed with you and Katie Stanton at one of the Haiti 2020 meetings. I know that Katie has started to think further about how such a dashboard would look like and we had a number of follow-up discussions on this. This is likely a longer-term effort and one where Synergy has previously underperformed (e.g. in building the Ran

■ database for the BRR in Aceh) and might not be the right developer.

Below a short excerpt from the description of the IHRCs performance and anti-corruption office (PAO), who would be driving this part and develop much of the website content:

"The Office will ensure: (i) projects approved by the IHRC are timely listed on a central, public projects database of the IHRC's website, (It) monthly updates on the status of a project from the sponsoring entity are made public with an assessment of accomplishments to date; and [iii] disbursements for projects approved by the IHRC are tracked against donor pledges

The PAO will monitor the central projects database and identify projects that are off target or do not create the anticipated benefits. The PAO's Chief Technical Officer and his/her team will use innovative technologies to assess impact, demonstrate progress and measure performance of projects, for example by allowing project beneficiaries to lodge complaints and directly rate the impact of interventions through text messages, undertaking onsite surveys, or tracking physical developments through satellite imagery. "

Ps: In response to Cheryl's question: The other plan is the 'Haiti Domain' done by the Commission for Territorial Management.

From: Laura Graham |
Sent: Monday, May 24, 2010 10:59 AM
To: Dowd, Katie W; Mills, Cheryl D
Cc: Warnholz, Jean-Louis; Katie.w.dowd|_____
Subject: Re: IHRC / Latest documents (1 of 2)

Great - glad you are quicker than me!
Laura Graham
Chief Operating Officer
& Chief of Staff to President Clinton

UNCLASSIFIED U.S. Department of State Case No. F-2015-16287 Doc No.
C06003879 Date: 10/21/2016

SSWISfthSI M¥ HJV The Clinton Foundation
SIY 10027

Please consider the environment before printing this e-mail

From: Dowd, Katie W To: Laura Graham; Mills, Cheryl D Cc: Wamholz, Jean-Louis ; Katfe.w.dowdf"
Sent: Mon May 24 10:57:51 2010 -----
Subject: RE: IHRC / Latest documents (1 of 2)
Thanks Laura, already have been In touch with Neil this morning and just left him a message. I will continue to follow-up with him after you both have sync'd. Best I

From: Laura Graham |
Sent: Monday, May 24, 2010 10:57 AM
.To: Dowd, Katie W; Mills, Cheryl D
Cc: Wamholz, Jean-Louis; Katfe.w.dowdf" ~~~|
Subject: Re: IHRC / Latest documents (1 of 2)

Thanks Katie, can you get with Neil Shovelfi and coordinate your thoughts. Neil is our graphic design manager and can be reached at nshovelinr_____ 11 am meeting with him shortly to bring him up to speed end then you 2 should connect. Thanks again laura
Laura Graham
Chief Operating Officer
& Chief of Staff to President Clinton
The Clinton Foundation
SB W -ireih Bt MY MY -inn??

212-348-9855 fax

*
Please consider the environment before printing this e-mail

From: DOwd, Katie W
To: Mills, Cheryt D; Laura Graham
Cc: Wamholz, Jean-Louis; Katie.w.dowdj_____|
Sent: Mon May 24 10:44:08 2010 Subject: RE: IHRC / Latest documents [1 of 2)
Laura and Cheryl

Have gone through everything and happy to relay this feedback to Synergy If that is OK with you all. Laura, did you have other or additional feedback you would like shared?

Overall, here were some thoughts on design and will get started right away trying to help with content as well.

1. Agree, the togos and the design do not seem to quite fit. Seems that the color scheme and graphics should Invoke emotions of future, hope, and progress. The current colors do not seem to give that off.

2. ' The main call to action right now for this site seems like It should be: 1. Get Information/learn More about the Commission & 2. Submit proposals, apply for jobs. The current layout does not present those as the main current objectives. Also I think we want to build something that allow for flexibility when the team does come on board.
3. As for generating content, who ultimately has the lead on producing the written text and who needs to approve that?

Will work on specific feedback with Neil and Synergy but do let me know if you think there are other big pieces of input/feedback we need to move forward. Thanks again Katie *

From: Mitls, Cheryl D
sent: Monday, May 24, 2010 7:39 AM
To: 'Laura Graham'; Katie.w.dowtf |
Cc: Dowd, Katie W; Warnholz, Jean-Louis
Subject: RE: IHRC/ Latest documents (1 of 2)

My quick comments;

- L Website needs to be in-Creole, French and English - so folks can click to the same site in their native language (which means for launch by Sunday, they need to have translators standing by to do it) - It needs to launch with all three.

2. Page 0

- a. What is the mission statement currently? Do we have one
- b. About us, fine with what they have; should state the composition of the Board, ideally have the org structure, list WJC and PM with bios as a starting place and to the extent any country has designated their rep, their name and bio; the decree in French, English and Creole; the law passed in all three languages too; donor letter should be there that went to countries and entities; great if we can get principles, scope of action and FAQ but we should see drafts of those today b/c they will require editing and approvals on Weds
- c. Anti-corruption - would like this expressed as a statement of ethics that reflects the principle of . transparency and accountability to the people and the donors - we can write a values statement if they don't have one or lift from the PAO document.
- d. Pledges - for now should link to pledge site at UN but ultimately should build out its own that feeds from theirs
- e. Haiti Action Plan - should link to it directly - in French and English
- f. Project submission - should either have protocols for this or note that they will be forth coming
- g. Progress - should be a latest news sections and include not only MBrch conference but upcoming 2 June summit and IHRC meeting on 1 June; is should also note search for EO, etc. (it is in my mind same as news and events)

. 3. Page 1

- a. Change from Anti-corruption to transparency- always fine to say in description it is to root out any corruption but not as a title
- b. Code of conduct - great if we can get it
- c. Would not that a procedure will be forthcoming
- d. Would also not It is for more than complaints - It's also for performance measurements and input
- e. Under Haiti recovery plan, would also include the other two plans that were presented at SO conference
■ - private sector plan and I'm forgetting the other - do^urecall? Would also include the post disaster needs assessment report
- f. Projects - don't know that we will be read to populate this area

4. „ Page 2

- a. Progress - not sure we will be ready to populate this

- b. Should have a listing of positions and descriptions if ready and if not, at least the positions-for which we will be seeking resumes and a link to enter resume that also goes to Korn ferry
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B6

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Laura Graham
Chief Operating Officer
& Chief of Staff to President Clinton
The Clinton Foundation
55 W 125th St NY. NY 10027

Please consider the environment before printing this e-mail

From:
To: Laura Graham
Cc: Eric Braverman 1:
Sent: Sun May 23 23:46:40 2010 Subject: Re:
IHRC / Latest documents (1 of 2)

Laura,

The lead Sympetechpoint is Arthur Hovanesian, who can be reached at J ~|
and mobile I | Arthur is Synergy's senior systems analyst and also the senior project manager of
www.refondation.hL Synergy's international Relations Adviser is Arshak HovanBsianj #/
I suggest you copy them both when you reach out. Arthur and his design team are in Armenia, but he is available
until 4 PM Eastern lime every day.

The two designers Arthur has working on the IHRC website are Marianna Aohaianvan
landAsya KostanvanT I.

We will send an e-mail to Synergy letting them know you win be in touch. It will be important to get the Haitian
perspective as well, so when we are at an appropriate stage with the websfte design, perhaps later this week, we
will plan to reach out to Haitian colleagues for feedback to make sure the site resonates for them.

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Can you give me the contact info for synergy, We got state to dedicate their web person for next week or so to help w the look and feel of the webpages. On the logo, I'd also like to connect them with my graphic design manager. I wasn't really happy with the site mock-ups so please give me their contact and ill connect with Katie and Neil. Also advise them that ill be reaching out.

Becca O'Brien McKInsey
& Company

4

Thanks laura

From: Lain Graham <lgratwn\@state.gov>
To: *BCCCC QBrtomf
Cc: *Ly«w.T«fcenM|' " . ■ -
Date: 090300101158 AM
Subject: IHRC / Latest documents (1 of 2)

Laura Graham
Chief Operating Officer
& Chief of Staff
The Clinton Foundation
SSW 125th St. NY. NY 10027 .

Becca,
212-348-9855 fax

Please consider the environment before printing this e-mail

From: Laura Graham; Amitabh Desai
To: Laura Graham; Amitabh Desai Cc: Gacy_faQHrg-Landrew_sayj
[
Sent: Sat May 22 20:01:26 2010 Subject:
IHRC / Latest documents (1 of 2)

Laura, Ami, Garry,

Please find attached the latest versions of the following
documents: a/ bylaws

bf procurement procedures
d/web design and logo files (very early first cut.) Please note that, as we discussed on the call this morning, we will be reviewing the designs and providing feedback to the designers for them to incorporate on Monday, and we will send you the next turn as soon as we have it for your reactions.

UNCLASSIFIED U.S. Department of State Case No. F-2015-16287 Doc No. C06003879 Date: 10/21/2016
We will have another set of material to share with you early this week, including draft processes, the anti-corruption unit mission/mandate and the organizational chart

Becca

Beccs O'Brien
McKinsey & Company

This email is confidential and may be privileged, if you have received it in error, please notify us immediately and then delete it. Please do not copy it, disclose its contents or use it for any purpose.

This email is confidential and may be privileged. If you have received it in error, please notify us immediately and then delete it. Please do not copy it, disclose its contents or use it for any purpose.

Hickson. Piamonece

From:	Koh, Harold Hongju	
Sent:	Wednesday, February 10; 2010 2:58 PM	
To:	Koh, Harold Hongju; Verma, Richard R; Mills, Cheryl O; Sullivan,	
Cc:	Jacob J Rodriguez, Miguel E; Thessin, James H	
Subject:	RE	IRELEASE IN PART
	»	BS

Sorry, last email got sent prematurely

From: Verma, Richard R

UNCLASSIFIED U.S. Department of State Case No. F-

2015-18287 Doc No. C0600388S Date: 10/21/2018
Sent: Wednesday, February 10, 2010 2:34 PM To: Mills, Cheryl
D; Koh, Harold Hongju; Sullivan, Jacob J Cc: Rodriguez,
Miguel E Subject: RE:

B5

From: Mills, Cheryl D.
Sent: Wednesday, February 10, 2010 2:28 PM To: Verma,
Richard R; Koh, Harold Hongju; Sullivan, Jacob J Cc:
Rodriguez, Miguel E Subject: RE:

From: Verma, Richard R
Sent: Wednesday, February 10, 2010 2:26 PM
To: Mills, Cheryl D; Koh, Harold Hongju; Sullivan, Jacob J
Cc: Rodriguez, Miguel E
Subject:

Welcome other views on this. Thx. Rich

From: Robinson, Stephanie L
Sent: Tuesday, September 29, 2009 4:26 PM
To: Hickson, Piamonece
Cc: 'Amjtabhi Desai';
-Subject: Mill, Cheryl D; Curtis, Meghann A; Monahan, Kenneth RE: General Information on the Trade Mission

UNCLASSIFIED U.S. Department of State Case No. F-2015-16287 Doc No. C06003909 Date: 10/21/2016 RELEASE IN PART 22

Thanks,
Stephanie

From: Amjtabh Desai
Sent: Tuesday, September 29, 2009 3:58 PM To: Robinson, Stephanie L
Cc: Mills, Cheryl D; Curds, Meghann A; Monahan, Kenneth Subject: RE: General Information on the Trade Mission

Dear Stephanie, as you requested, below is some preliminary draft language describing this week's visit. Sincerely, Ami

On October 1, 2009, at the invitation of the Haitian Government, United Nations Special Envoy to Haiti President Bill Clinton will convene a trade delegation in Haiti. This trade delegation will bring international business leaders and government officials to Haiti to discuss the development of the Haitian private sector, job creation initiatives and ways to generate investment throughout the country. With President Clinton and UN Deputy Special Envoy for Haiti Dr. Paul Farmer, members of the delegation examine successful small businesses and large projects in the north of Haiti and the Port-au-Prince area. The delegation will be comprised of senior executives from several international companies and highlight opportunities in multiple sectors, including agribusiness, garments/textiles, alternative energy, and tourism. President Clinton has continuously stressed the importance of coordinating the efforts of the Office of the Special Envoy with the Haitian government and Haitian government officials will participate in the trade delegation throughout the mission.

Increasingly promising economic indicators, especially the growth in number and potential of human capital, are consistently emerging from Haiti. On September 21, Haitian author Edwidge Danticat was awarded the John D. and Catherine T. MacArthur Foundation "Genius grant." She plans to put her prize towards work in Haiti. Recently, Alternative Insurance Company and Solutions SA - two Haitian companies based in Port-au-Prince - won the Pioneers of Prosperity award for entrepreneurship and social innovation. Earlier this year the Miami Herald ran a feature story on Antoine "Toni" Assali, the owner of an orchid nursery in Laboule, Haiti, that employs over 20 people and exports orchids to the US. Across Haiti entrepreneurs are emerging as a force for positive change and economic growth. The trade mission will seek to promote and encourage young Haitian entrepreneurs who through their efforts will diversify the Haitian economy and whose fresh ideas and innovations are critical for sustained economic development.

The trade mission will overlap with two major international conferences: the Inter-American Development Bank (IDB) Investment Conference and the International Labour Organization (ILO) Betterworks Conference, both of which are being held in Port-au-Prince. Between the ILO, IDB conferences and trade mission, more than 400 leaders of private and public institutions will have the opportunity to discuss specific projects and future investment opportunities. A specific focus will be placed on supporting the government in creating jobs, promoting the responsible involvement of the private sector, and furthering sustainable growth of the Haitian economy.

The trade mission and the conferences will also provide a forum for high level talks between the Haitian government and the International Investment community. The government will have an opportunity to highlight for investors the positive steps it has taken to make Haiti a more attractive invest environment and to hear the concerns of investors that may still be impediments to investment.

The trade delegation will also have an opportunity to visit certain cultural sites which showcase the rich cultural history, of the country. These sites are significant as they demonstrate the significant tourist potential which exists in Haiti.

Since accepting his appointment as UN Special Envoy for Haiti, President Clinton has stressed the need for socially . responsible investments in Haiti. During the delegation's site visits, emphasis will be placed on understanding the social components of each project visited. The delegation will be encouraged to suggest initiatives that can be implemented
t

to ensure greater social responsibility and to make commitments to support financially such initiatives. J

This mission will advance primary objectives of the UN Special Envoy for Haiti: stimulate sustainable economic growth, create jobs, and demonstrate to the international investment community that Haiti is open for business. This builds on President Clinton's longstanding and continuing efforts to assist the efforts of the Haitian Government and people as they "build back better" in Haiti.

From: Robinson, Stephanie L [<mailto:RoblnsonSLZ@state.gov>]
Sent: Friday, September 18, 2009 4:54 PM To: Amltabh Desai
Subject: General Information on the Trade Mission

Arm,
Do you have any information on the upcoming trade mission that we can share with the WD7

Thanks,
Stephanie

UNCLASSIFIED U.S. Department of State Case No. F-2015-16287 Doc No. C06019027 Date: 10/20/2016

From: Andrew Cavey
Sent: Monday, June 14, 2016
To: 1 Gabriel Verret
Cc: laurej; Eric_Braveimari; lkofflerT; Mills, Cheryl D;
Subject: Re: IHRC Inaugural Board. Meeting UPDATE, June 17
Attachments: 20100614 Invitation en Francis 17 juin v2.zip

RELEASE IN PART
B6

I've just quickly finished translating the cover letter myself.

Please see attached. It should go with the agenda, bylaws, and two codes of conduct all in French.

Best,
Andrew

Dr Andrew Cavey
McKlnwy & Company. 1 iarmyn SVOTt, London. SW1Y4UH, U K,
* ML' 9 tax+44.207.3395156 9 mob
E:arnJfBW_cawByi
L

from: Gabriel V«rrell
To: laura(I
Cc: tkoWar Chary I Mate <miHscdgg>tate.ftw>. Eric_Braveimar
Dale: HWW201011-35
Subject Rt: IHRC Inaugural Board Mastng UPDATE, June 17

Laura and Andrew:

Andrew is correct I simply edited the part that had been sent to me in French (minor edits), then pasted on the rest of what had followed in the English original, as a reminderb thatit too needed to be translated and added to the version that would be sent out in French.

t
GV.

— On Mon, 6/14/10, Andrew_Cavey -AndrewCavey wrote:

From: Andrew Cavej
Subject Re: IHRC Influeural Boyd CTeetinp UPDATE, June 17 To: I
aural

/

J <Andrew_Cavey

UNCLASSIFIED U.S. Department of State

Case No. F-2015-16287 Doc No.

JkofM"

"Cheryl Mills"

CC: Gabriel Verret

06019027 Date: 10/20/2016

Date: Monday, June 14, 2010, 12:22 PM

Hi Laura,

■ *

1.1 just looked at what Gabriel sent this morning and it looks as if he didn't translate the additional edits at the bottom. I can help, but at best only after Spm ET.

2. We'd need to send all the pie-read electronically. Only 7 of the Haitian Board members attended last Friday's meeting.

Best,
Andrew

Dr Andrew Cavey

McKinnay & Company, 1 Jaimyn Street, London, SW1Y4UH. U.K.

» w{ _____ | a ex ♦44.207.139.51SS 8 mdi

H andrew_caveW

From lauraT _____

To: "Andrew Cavay" <AtWrew_Cey@y| _____

(TSflbrtel Vemali 1

Cc "Laura Oraham'l _____ I "Cfteni Mills' <mffiACd@state.gov>, ikofiteri

Date' 14/06/2010 11.11

Subject Re: IHRC Inaugural Boexl UPDATE, June 17

2 questions. Note: I received Gabriel's edits. 1. Andrew or Gabriel - did you translate the updated note, exactly as we sent it out to inti board members? If not andrew can you add in those edits and translate be otherwise will take hours for our translators to do and they have the board resolutions and web stuff already on their plate. 2. Also, Just to be clear. Are we sending the note and pre-read docs as well or did they already receive that package the other day in person.

Sent via BlackBerry by AT&T

. From: <Andrew_Cavey| _____

Date: Mon, 14 Jun 2010 14:25:37 +0200

To: Gabriel Verret j _____

Cc <laurtj _____ h Cheryl Mills<millsd@state.gov>

Subject Re: IHRC Inaugural Board Meeting UPDATE, June 17

Here is the version we have in French of the cover letter, fyi, although I note from the message that was sent to International Board members that the text was edited a bit.

I've also reattached the French version of the agenda.

Best,

UNCLASSIFIED U.S. Department of State

Case No. F-2015-16287 Doc No.

C06019027 Date: 10/20/2016

Andrew

Dr Andrew Cavey

McKirwey & Company, 1 Jermyn Street London, SW1Y4UH, U.K.
' S ML I _____ I q felt:+44707.339.5156 S mofc
[3 endrBw_cavBi]

From: Gabriel Verret 1 _____ I
To: lauid _____ IAndrewCavev <AndrBw_Cavmi[
Cc- Cheryl M0b <mBtMd@state.eov>, JeervMax Bellerive|
Data: 14/06001007:18 —
Su&jeet Re: IHRC Inaugural Board Meeting UPDATE, June 17

Laura:

Best that you send it out to them for two reasons:

- From same IHRC address as to the International side; and
- Translations needed of cover — not of Agenda, which is done and can be gotten from Andrew, since it is in the package that he prepared for and delivered to the Haitian members -- for which I do not have the staff.

Attached is the updated list of the eleven (H) members, including the non-voting local NGO designee.

I am working with the PDT and the PM on the three additional designations to maintain parity, as well as on the clarification of the matter of the Diaspora (also non-voting) designation.

Regards.

GV.

—On Mon, 6/14/10, laura@pFesidentclinton.com <jaurd _____>wrote:

From: laural _____
Subject: Re: IHRC Inaugural Board Meeting UPDATE, June 17 To:
"Gabriel Verret" j _____ "Laura Graham"
Cavey" <Andrew_Ca.vey[_____] p
Cc: "Cheryl Mills" <millsacd@state.gov>
Date: Monday, June 14, 2010, 8:01 AM

I thought you were sending out to haitian members. I'm happy to send out if need be. Let me know. Thx
laura Sent via BlackBerry by AT&T

-- Original Message-----
From: Gabriel Verret j _____?■

Date: Mon, 14 Jun 2010 04:04:03

To: Laura A. Graham <[lk](#)>

Andrew

Cavey

PhD <Andrew

Cavey/
1B6

Cc: Cheryl D. Mills <mitlscd@state.gov>

Subject: Fw. IHRC Inaugural Board Meeting UPDATE, June 17

Laura et al.:

We need to get this same invitation out quickly to the "Haitian side" - in French.

It should be fairly easy and quick: after all, we have the Bylaws and Codes of Conduct in French already -- in fact, Andrew and I delivered them to the Haitian members at last Friday's presentation to them, leaving just the Cover Text and the Agenda to be prepared.

This is a must-do.

*

i.

Regards.

GV.

— On Fri, 6/11/10, boardsvp@cirh.ht <boardsvp@cirh.ht> wrote:

From: boardisvD@cirh.ht <boardsvp@cirh.ht>

Subject: IHRC Inaugural Board Meeting UPDATE, June 17 To: .

Cc: "Laura Graham" <lgraham1>

"Gabriel Venet"

Date: Friday, June 11, 2010, 6:11 PM

Dear

Members of the Board of the Interim Haiti Recovery Commission:

UNCLASSIFIED U.S. Department of State Case No. F-2015-16287 Doc No. C06019027 Date: 10/20/2016
We look forward to your participation in the upcoming IHRC Board meeting on June 17 at 11:00 AM (please note new time), in Port-au-Prince. In addition to other matters that will be discussed, you will be asked to consider and vote on the formal adoption of the following proposed documents:

Bylaws of the IHRC

Code of Conduct for IHRC Employees.

*
Code of Conduct for the Board of the IHRC

For your convenience and to assist you in preparing for the meeting, attached are copies of the foregoing materials, as well as a copy of the Agenda for the Board meeting.

To facilitate the Board's discussion of these important documents, we encourage you to review the documents before the meeting.

PLEASE
NOTE UPDATED MEETING DETAILS:

REVISED
Time:

11
AM-1 PM

◆ Coffee and light refreshments will be served starting at 10:30 AM; a buffet lunch will follow the Board Meeting.

UNCLASSIFIED U.S. Department of State Case No. F-2015-16287 Doc No.

C06019027 Date: 10/20/2016

Location:

**IGaribe
Hotel**

Acajou meeting room

**Juvenal,
Petion-ville**

**Port-au-Prince,
Haiti**

**•The
meeting will be conducted in English. French and Spanish interpretation
services will be provided.**

**For
questions the day of please contact Lionel Moise at +509 3895 1319.**

**Finally,
if you have not done so already, please provide the information listed below
for the Board Representative who will be participating in the IHRC Board
Meeting.**

**First
(Given) Name:**

**Last
(Family) Name:**

Job

Title:

Country/Organization:

**Mobile
Number:**

Will

(attachment 'Membree NaUonsux CIRH1 iJuntO.dcc' deleted by Andrew Cavay/LON/EuropeWCKINSEYJ)

This email is confidential and may be privileged, if you have received it

UNCLASSIFIED U.S. Department of State Case No. F-2015-16287 Doc No,

C06019027 Date: 10/20/2016

in error, please notify us immediately and then delete it. Please do not copy it, disclose its contents or use it for any purpose.

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This email is confidential and may be privileged, if you have received it in error, please notify us immediately and then delete it. Please do not copy it, disclose its contents'or use it for any purpose.

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This email is confidential and may be privileged, if you have received it in error, pleaBe notify us immediately and then delete it. Please do not copy it, disclose its contents or use it for any purpose.

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Aux members du Conseil d'Administration de la Commission Intfrimaire pour la reconstruction d'Hai'ti (CIRH):

[RELEASE IN FULL!]

Nous anticipons avec plaisir votre participation k la premiere reunion du Conseil de la CIRH, qui se tiendrale jeudi 17 juin 2010 de l lhOO, k 1'Jidtel Karibe &PÉtion-Ville.

10/20/2016

Outre les matidres k discuter, il vous sera demand^de voter sur 1'adoption formelle des projets de documents suivants:

- ' * Les rtglements internes de la CIRH
- Le Code de conduite des employes de la CIRH
- Le Code de conduite du Conseil d'administration de la CIRH

Pour vous accommoder et pour faciliter la preparation de la reunion, veuillez trouver ci- joints des exemplaires des documents susmentionnis, ainsi qu'une copie de POrdre du joir de la reunion du Conseil.

Pour assurer la bonne marche de la reunion et des debats autour de ces documents importants, nous vous encourageons k en prendre cornaissance avant la reunion.

>>

Veuillez noter ci-dessous les nouvelles informations pour la reunion;

fffeure: De 1 lh A 13h

Des rafratchissements seront fournis dEs 10h30, le dejeuner sera servi dis la fin de la reunion de la Commission.

Location: Hotel Karibe
Salle de conference Acajou
Juvenat, Petionville Port-
au-Prince, Haiti

La reunion sera conduite en anglais. Des services de traductions simultanees en fran\$ais et en espagnol seront disponibles.

Veuillez adresser vos questions au sujet de la reunion k Lionel Moise, au +50938951319.

Enfin, veuillez fournir l'information ci-dessous pour le membre de la Commission qui participera k la reunion.

Pr£nom:

Nom de famille :

Position:

Pays / Organisation:

Numiro de telephone mobile:

Auriez-vous beson de services de traduction ? En fran^ais ou en espagnol ?

10/20/2016

UNCLASSIFIED U.S. Department of State Case No. F-2015-16287 Doc No. C06019093 Date: 10/20/2016
From: Mills, Cheryl D.
Sent: Monday, June 14, 2016 12:29 PM
To: 'Donley, Elizabeth M.'; Andrew.Cavej jrgv£
Cc: lgraha rrj
cheryl.mills l adesaij

Warnhgjz, Jean-Louis; Weymouth, T. Clark; Qureshi, Mahvesh
A;

eric.bravermay | mgrahaff

JWaldman, Robert

Subject: Carrington, Wesley V.
Attachments: RE: Article 26 of Bylaws; Issues List for 2:00 Cat) 2010-06-15 HOGAN LIST - open issues 6 13
(2).DOC

My comments on open issues attached and in text below:

IHRC Open Issues 6.14.10 Bylaws:

- Will revisions be made to change the scope of proposals that must go to the Board (see email query from Andrew and Cheryl comments to HL PPT presentation). For convenience, a copy of the relevant sections of the Bylaws is attached. [CDM VIEW: YES JT SHOULD]
- Will revisions be made to allow Board members to appoint surrogates to participate in meetings and to vote in their place. Discuss governance and legal implications. [CDM VIEW: WOULD NOT AMEND BYLAWS: WOULD ALLOW DESIGNATION OF ALTERNATE WHO IS UNCHANGING; WOULD NOTE AT BOARD MEETING ALTERNATE CAN ONLY ATTEND UP TO TWO OF 6 MEETINGS A YEAR]
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- TO ENSURE TRANSPARENCY AND THAT OUTCOMES OF PROJECTS ARE OCCUR1NG AND THAT THE RESULTS WE EXPECT TO CHANGE PEOPLE'S LIVES ARE BEING MEASURED, ADJUSTED WHEN FAILING AND EXPANDED WHEN SUCCEEDING - NOT SURE WHO KEEPS NARROWING THE FRAME BUT WOULD WELCOME IF THAT COULD STOP OCCURINGjHRC approved projects.")

Resolutions:

- Received comments from Cheryl - any others coming?
- Issue re whether to include banking resolutions. [CDM VIEW: WOULD LEAVE THIS AS MATTER FOR THE EXECUTIVE COMMITTEE]
- Issue re whether to include resolutions to approve any projects. [CDM VIEW: NO]
- ■ Note bracketed reference to April 21,2010 in the ratification resolution - is this a helpful limitation on the ratification or is this not necessary? (Resolution reads: "RESOLVED, that actions taken by the Co-Chairs of the Board, and by any other persons acting in the name and on behalf of the IHRC, to effect the organization of the IHRC-[from and after April 21,2010] are hereby ratified, confirmed and approved"). [CDM VIEW: NOT NECESSARY - JUST SO YOU HAVE THE FACTS - THE 21 APRIL DECREE WAS REPUBLISHED AND SUBSTANTIALLY CHANGED ON 5 MAY THOUGH IT IS ALWAYS REFERENCED AS THE 21 APRIL DECREE SINCE IT WAS A SUBSTITUTION]
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Script

- Which Co-Chair will do the call to order (first portion of the script). [PM BELLE RIVE]
- Which Co-Chair will introduce the McKinsey presentation? [CDM VIEW: ISN'T THIS ALREADY IN SCRIPT? I EDITED SCRIPT - IS THERE SOMETHING DIFF ABOUT THESE QUESTIONS FROM SCRIPT?]
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- Stylistic preference for introducing and thanking advisors? (e.g., Thank you Eric... Thank you Mr. Braverman.
• Thank you Mr. Eric Braverman ... Thank you Mr. Eric Braverman from McKinsey,...) [CDM VIEW: THANK YOU MR. BRAVERMAN OR THANK YOU ERIC]
- Confirm how co-chairs would like advisors to participate in Q&A (assumption is advisors will speak/answer questions only if requested by the co-chair leading the discussion, but please advise if discussion is intended to be more informal). [CDM VIEW: CORRECT]
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- CDM notes about what would be covered in "Other Business" at the end (calendar of next meeting, future open/closed sessions, update on IDP matters from UN) - is there anything specific to add to the script or are these remarks/talking points being prepared separately? [CDM VIEW: QUESTION ON PRESENTATION OF HRF - ISSUE IS WHAT IS TIME BLOCK - HOW LONG IS MEETING RUNNING AND WHO WILL MAKE SURE MEETING RUNS ON. TIME AND ENFORCE TIME LIMITS]
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- Any other style or language changes?

- Script copies - presumably only President Clinton and the Prime Minister (and their personal advisors) will have copies of the script - no need for translation or distribution. [CDM VIEW: LAURA AND GABRIEL AND THE FOLKS AT THE OPERATIONS TABLE NEED SCRIPT AND TIME BLOCKING FOR MEETING - E.G., NATALIE, MARGARET, ETC.]

From: Donley, Elizabeth M. [mailto:ell2abeth.donley@hoganlovells.com]
To: Mills, Cheryl D; Andrew AM Jrgv! loraham
Cavey Cc: cheryl-mills /
adesa
Clark: Qureshi, Mahvesh A: [mqrhatri
JWaldman, Robert J;
]; warnnoiz, Jean-Louis; Weymouth,
T.
garry.conillel
reric_bra
vennaii
Carrington, Wesley V.; Donley, Elizabeth M.
Subject: Article 26 of Bylaws; Issues List for 2:00 Call

As discussed, please find attached (1) an excerpt of Article 26 of the Bylaws (dealing with Project approval) and the definitions important to a review of this section, and (2) the Hogan Lovells informal list of open issues that need to be resolved in order to finalize the Bylaws, the Resolutions, the Script and the HL presentation to the Board.

We look forward to discussing these issues at 2:00.

Liz

From: Mills, Cheryl D [mailto:MillsCD@state.gov]
Sent: Monday, June 14, 2010 5:02 AM
To: Andrew Cavey; limJ Jgrahami_
Cc: cheryl.mills; garv.conilld Wamholz, Jean-Louis;
Weymouth. T. Clark: Qureshi, Mahvesh A: Donlev. Elizabeth M.:
morahaml

From: Andrew Cavevl I<Andrew.jCavevl I
To: Gabriel Verret I #LauraGraham # I
Cc: cheryl.mHls I; Mills. Cheryl D; adesa) I
I garry.conilld i Warnholz,JearvLouls;
Weymouth, T. dark < tweymouth@hoganlovelis.com>; Qureshf, Mahvesh A
<mahwesh.flure5hl@hoaaailovells.com>; Donley, Elizabeth M. <elizabeth.ttonley@hogantovells.com>; David
Jansenl I
I Imarahaml I:
Eiic_Bravernari . 11 I

sent: Mon Jun 14 10:33:28 2010

Subject: IHRC Board mtg / Summary of all latest docs tonight

Good evening.

In an attempt to narrow the e-mail chains again, I have attached to this message all the latest documents, and summarised some of the open process questions that will need addressing before Thursday.

SOME CONTENT POINTS:

1. See latest iteration of McKinsey presentation, attached. It includes Cheryl's comments and another turn by the McKinsey team. We have listed the changes below.
2. We need to decide if / how we address project approvals +/- UN projects. (Michelle is organising a call for Monday)
3. HRF: we have reviewed the latest operating manual from the HRF and many questions remain critical and unresolved, despite the agreements at last week's DC-meeting. We've summarised these in an attachment. (1. This process still allows for a project approved by the IHRC ED/Co-Chairs/Board to be rejected by the HRF Secretariat and Steering Committee; and 2. The HRF project approval criteria appear to be broader than those discussed last Thursday). Until we resolve these questions, we'll need to discuss as a group how we might present an opinion on Thursday, lest we experience another aeration of the coChairs' vitriol. We have sent the comments to Joe Leitman as well (at his request for feedback) so that he can start taking action too.
4. Ongoing open questions from Hogan - they will raise them on our call tomorrow before they can finalise their docs (presentation, Board script, resolutions)
5. Project concept notes. Following our call on Friday, and JL's comments just received, we will do a new turn on them for integration into the on line project template that will go live on 17 June. Note that we have also received comments from NGOs, and other donors (WB, IDB). This document can and should remain a living document that we iterate over the next 18 months.

SOME PROCESS POINTS:

- a. In the interest of time, we have sent these versions of the McKinsey presentation and Hogan presentations for translation. Therefore please mark any changes clearly (and do not integrate directly), so that we can help the translators
- b. CF will translate resolutions
- c. McKinsey will arrange printing, but would request support from USG and / or Hogan to carry the documents from DC to PAP. We can discuss tomorrow.
- d. McKinsey has sent the presentation to our graphics' team to improve the look and feel. We will homogenise Hogan's ppt as well.
- e. Translation of website: I imagine that the website will be getting increasing interest over the coming week. I've read-through the French version this evening and noticed quite a poor quality of translation. Laura ■ could you please ask your new translation vendors to do a fresh turn on it?

Thanks for all the comments this weekend.

Andrew

On McKinsey presentation:

Since COM circulated edits we have made the following changes:

SLIDE 2

First bullet under "share information" - The words "and accelerate" have been added

Second bullet under "Share information" • changed from 'share recovery progress and information transparently'

to 'Get (and use) the facts to monitor recovery progress and transparently share information'

SLIDE 3
Lead changed from "With successful IHRC coordination and action - much can be done" to "With successful coordination, much can be done" (IHRC reference has been removed as slide subject is BRR)

SLIDES
Second bullet point changed from 'Explicit mandate to sunset - success means ensuring Haiti's capacities to move Haiti's vision for the future forward when the IHRC closes its doors in 18 months* to "Explicit mandate to sunset - success means creating a new agency and set of capabilities to take the IHRC's place"
Third bullet point the words "setting high expectations for" have been added

SLIDE?
Third bullet under "Communications and stakeholder outreach" changed from "Leverage IHRC" to "Leverage Board and Staff"
Added third bullet under 'Monitoring' that states "Ensure projects and programs, and the IHRC, adhere to the highest level of governance and performance and are fully transparent"

SLIDE ORDER CHANGE- PAO slide changed from Slide 9 to Slide 10

SLIDE 9
Second heading changed from "Explicit mandate to disappear to 'Explicit goal to sunset and transfer* and first bullet point changed from "GoH secondees to IHRC to 'Ministry secondees side-by-side with IHRC staff"

SLIDE 12- Title under heading changed from "Upcoming activities" and 'Upcoming milestones"

SLIDE 14- Has been added until we see whether Hogan's presentation is updated to cover this point

Dr Andrew Cavay
McKtneav /Company. VJfmyN Street London. SWtV 4UH, U.K. -----
• wj js fax *44.207.339£1» ft nylzh -----
Q anarew_cavai I -----

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IHRC Open Issues 6.14.10

[RELEASE IN FULL]

Bylaws:

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ViSDC - MHMM102T - StOKMvl

10/20/2016

Received by

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WvDC •

- S1006M >|

10/20/2016

10/20/2016

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\\V\DC -090334\001017.J100GB6 v)

10/20/2016

From:	Mills, Cheryl D	RELEASE IN PART
Sent:	Monday, June 14, 2010 11:13 AM	BE
To:	'Andrew_Cavey' Gabriel Venet; Laura Graham	
Cc:	cheryl.mill^ 1: adesaij	garry.eonilte! 1
Wamholz, Jean-Louis; Weymouth, T. Clark; Qureshi, Mahvesh A; Donley, Elizabeth M.; David Jansen:!		
Ericjavgmari mgrahamj		

Subject RE: IHRC Board mtg / Summary of all latest docs tonight'

Attachments: 2010-06-14 IHRC Board Meeting draft running order cdm.pdf

My comment on IHRC running script - did by hand so joanne has scanned.

From: AndrewjCaveyl [mailto:Andrew_Cave(J~
June
Sent: Monday, June 14, 2010 12:33 AM To: Gabriel Verret; Laura Graham
Cc: Cheryl.rollj (Mills, Cheryl D; adesai j oarrv.conille! I Wamholz. lean-
Louls; Weymouth, T.- Clark; Qureshi, Mahvesh A; Donley, Elizabeth M.: David Jansen:!
Eric flavermarj

Subject: IHRC Board mtg / Summary of all latest docs tonight

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- a. In the interest of time, we have sent these versions of the McKinsey presentation and Hogan presentations for translation. Therefore please mark any changes clearly (and do not integrate directly), so that we can help the translators
- b. CF will translate resolutions
- c. McKinsey will arrange printing, but would request support from USG and / or Hogan to cany the documents from

PAP, We can discuss tomorrow.

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e. Translation of website: I imagine that the website will be getting increasing interest over the coming week. I've read through the French version this evening and noticed quite a poor quality of translation. Laura - could you please ask your new translation vendors to do a fresh turn on it?

Thanks for all the comments this weekend.

Andrew

On McKinsey presentation:
Since COM circulated edits we have made the following changes:

SLIDE 2

First bullet under "share information" , - The words "and accelerate*" have been added
Second bullet under "Share information" - changed from "share recovery progress and information transparently" to "Get (and use) the facts to monitor recovery progress and transparently share information"

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Lead changed from "With successful IHRC coordination and action - much can be done" to "With successful coordination, much can be done " (IHRC reference has been removed as slide subject is BRR)

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Third bullet point the words "setting high expectations for*" have been added

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Added third bullet under "Monitoring" that states "Ensure projects and programs, and the IHRC, adhere to the highest level of governance and performance and are fully transparent" •

SLIDE ORDER CHANGE- PAO slide changed from Slide 9 to Slide 10

SLIDE 9

Second heading changed from "Explicit mandate to disappear" to "Explicit goal to sunset and transfer*" and first bullet point changed from "GoH secondees to IHRC" to "Ministry secondees side-by-side with IHRC staff"

SLIDE 12- Title under heading changed from "Upcoming activities" and "Upcoming milestones"

SLIDE 14- Has been added until we see whether Hogan's presentation is updated to cover this point

Dr Andrew Cavey

McKinsey & Company, 1 Jermyn Street, London, SW1Y 4UH, U.K.
tel: [redacted] fax: +44.207.339 5158 mob: [redacted]
andrew_cavey [redacted]

B6

^ BOOHMBBfBBBBBMBBDOBnB96BBB BBetnDSBaBOBDCPSSn C8BBSDBEBSBnBSnBSBBGBBBCB&SB^f
This email is confidential and may be privileged. If you have received it in error, please
notify us immediately and then delete it. Please do not copy it, disclose. its contents or
use it for any purpose.
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IHRC Board meeting - draft running order

release in full

Thursday, June 6, 2010, Port-au-Prince, Haiti

1. WELCOME (20 MINUTES)

Prime Minister Jean-Max Bellerive - opening

- Welcome to this first meeting of the Board of the IHRC, and thank you all for being here today.

In particular, I would like to thank my co-chair, President Bill Clinton, for the time and commitment that he has shown to Haiti.

This is an important time for Haiti. This is why the Government of Haiti has created a unique institution to ensure that the funds contributed towards the recovery of Haiti are spent in a way that is accountable to the people of Haiti.

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- o At least half of the Board members will be Haitians, with different sectors of society represented.
- o There will be transparency about which projects and programs the Commission approves, rejects or returns for

modification^,

will be published on the Commission's web site and will be

this
accr

- o Progress in delivering on the recovery plan and the performance of all projects will be regularly assessed and shared with the public.
- I would like to emphasize once more something that I said in Punta Cana two weeks ago: the Government of Haiti is committed to working in a new and different way going forward.
 - o We will be active decision makers, shaping our own destiny;
 - o We will be transparent and accountable for how we spend donors' money: to the people of Haiti, donors and the wider public.

R

- framework, which all players in the recovery process will follow. This shows a commitment to the highest standard of
- 7 This is why the IHRC is developing a world-class compliance system for transparency and accountability. We will

~

Let me also remind you of two other elements of the IHRC that are
^Inbrainloiy critical: ^pecHS reMrff

- o The work of the IHRC will build on the existing action plan, and its priorities will be those of the Haitian government and people, as they are expressed in the Government's Action Plan for the National Recovery and Development of Haiti
- o We have designed the IHRC ~~as~~ ^{to} strengthen and reinforce the Haitian state. To achieve this objective the IHRC will work closely with ministries and local authorities, and embrace leading experts in the field of recovery and reconstruction.

- Over the last weeks, we have achieved a lot:
 - o Last Monday we opened the offices of the IHRC here in Port-au-Prince, in a ~~brand new~~ ^{new} ~~teM~~ ^{teM} which has been provided by our Canadian friends. ^ sr9« eraue
 - o We have a small team of staff who are operating the office, and which we will seek to expand over the coming weeks.

G the Commission has received and reviewed an Initial set of projects that will be presented to you tomorrow

- Finally, a set of bylaws*, and two Codes of Conduct for ¹⁰ employees and board members, have been developed/

- We have sought to gather opinion from people from our partner organizations who care and who can make a difference - you are all here because you have direct influence over the future of our country. This is a group that will be empowered to make decisions to enable Haiti's reconstruction, ¹

Sirt lwt W>.u

- [Today's meeting. *e<<dl I discuss and approve a set of resolutions that *eldl*c* S important organizational and operational matters regarding the IHRC.

j-21/

- 9 We are also bringing before you a small number of projects for Board approval. These are important projects, and I am pleased that the Commission will get down to work immediately to improve conditions for the people of Haiti. —
- We will be looking to our donor friends to help and support the IHRC as we progress - through financial support, through technical assistance, but above all to showing your commitment to a coordinated recovery response through cooperating with the IHRC in all your efforts here in Haiti. J

- Our belief in creating this commission has been that it is indeed possible for Haiti to build back better. We all share the same goal for a better Haiti and to make this come true, we need to work together. I urge you all to do your part and I look forward to working together.

President William J. Clinton - remarks

Thank you, Mr. Prime Minister, for your introduction, and for the leadership you have shown for your country over the last months.

This is a great day for Haiti, and for the recovery process. The IHRC was created to help Haiti build back better, and to coordinate the many efforts of the international community and the Haitian government

But above all, the task of the Commission is to ensure stewardship of the resources that have been committed to Haiti.

- o The financial resources committed must be deployed in a way which is transparent and accountable to both donors and to the people of Haiti
- o This will mean a commitment on behalf of all donors to a willingness to embrace the processes and procedures of the IHRC and to follow the compliance standards and mechanisms that the institution has developed.
- o We must maintain and strengthen the political commitment shown by donors, to help Haiti build back better.
- Today, we will be discussing a number of critical questions for the Commission, including the bylaws, the code of conduct and the approval of an initial set of recovery projects. I look forward to these discussions, which will lay the groundwork for this institution to start working

For the international community here present, the Prime Minister and I have two requests:

- o That you provide the Commission with all necessary information about your current and upcoming projects in order to facilitate the Commission's coordinating role.
- o That you follow up their commitment to the IHRC with an immediate contribution to its operating budget, to allow it to start recruiting the staff that will be needed for this work

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From: Mills, Cheryl D Monday, June
Sent: 14,2010 11:03 AM 'Andrew Caveif
To: Gabriel Verret; Laura Graham
Cc: cheryl.mfillsi; adesaiif; garry.conilleC]
UNCLASSIFIED U.S. Department of State Case No. F-2015-16287 Doc No: C08019047 Date: 10/20/2016
Wamholz, Jean-Louis; Weymouth, T. Clark; Qureshi, Mahvesh A; Donley, Elizabeth M,
David Jansen!

RELEASE IN PART B6

B6

Erie~Bravermar^

1 mgrahanT

J

Subject: RE: IHRC Board mtg / Summary of all latest docs tonight.
2010-06-14 IHRC Overview Board June 17 Presentation v20 - text updated-cdrvpt
Attachments:

My edits on mckinsey p0t.

Of note - do b/l we should include last slide in Hogan presentation.

On the slide with accomplishments (11) - we should have that global search for an ed launched. The board meeting graphic is odd as it appears to be a graphic with overwhelming non-black persons which was jarring to me so would pick a diff graphic.

Couldn't track my change but they are on slides: 3, S, 7, (comment on slide 11 above) and 14 (noting it should go in HL presentation)

From: Andnew_Caveyf
Sent: Monday, June 14, 2010 12:33 AM

B6
i

To: Gabriel Verret; Laura Graham Cc: cheryl .mill j]; Mills, Cl M.; Wamholz, Jean-Louis; Weymouth, T. Clark; Qureshi, Mahvesh A; Donley, Elizabeth
mgrahanT
EricJfravermanl
J
~lgarry.conilleC
Zl

Subject: IHRC Board mtg / Summary of all latest docs tonight

Good evening.

In an attempt to narrow the e-mail chains again, I have attached to this message all the latest documents, and summarised some of the open process questions that will need addressing before Thursday.

SOME CONTENT POINTS:

1. See latest iteration of McKinsey presentation, attached. It includes Cheryl's comments and another turn by the McKinsey team. We have listed the changes below.
2. We need to decide if / how we address project approvals +/- UN projects. (Michelle is organising a call for Monday)
3. HRF: we have reviewed the latest operating manual from the HRF and many questions remain critical and unresolved, despite the agreements at last week's DC meeting. We've summarised these in an attachment. (1. This process still allows for a project approved by the IHRC ED/Co-Chairs/Board to be rejected by the HRF Secretariat and Steering Committee; and 2. The HRF project approval criteria appear to be broader than those discussed last Thursday). Until we resolve these questions, we'll need to discuss as a group how we might present an opinion on Thursday, lest we experience another iteration of the coChairs' vitriol. We have sent the comments to Joe Lfeitman as well (at his request for feedback) so (hat he can start taking action too.
4. Ongoing open questions from Hogan - they will raise them on our call tomorrow before they can finalise their docs

(presentation, Board script, resolutions)

5. Project concept notes. Following our call on Friday, and JL's comments just received, we will do a new turn on them for integration into the online project template that will go live on 17 June. Note that we have also received comments from NGOs, and other donors (WB, IDB). This document can and should remain a living document that we iterate over the next 18 months.

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Dr Andrew Cavey
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This email is confidential and may be privileged. If you have received it in error, please
notify us immediately and then delete it. Please do not copy it, disclose its contents or
use it for any purpose.
+ BBDBHaBapiftinanClE:BDCBBcagBBDbdDaDaftBEB3fIBBIIPPI>C3DBaBOBBBaBfIS3SBBBSfIBSB&t|

UNCLASSIFIED U.S. Department of State Case No. F-2015-16287 Doc No. C06019093 Date: 10/20/2016

From: DeMarcellus, Roland F Monday
Sent: June 14, 2010 8:46 AM Mills, RELEASE IN PART B6
To: Cheryl D
Cc: 'Laura Graham'; *Andrew_Cavey ; 'Ertc.Braverman'^
Subject: Siemer, Marguerite E
FW: INVITATION - HAFTJ RECONSTRUCTION FUND: Draft agenda and documents for first Steering Committee Meeting INVITATION - FONDS POUR LA RECONSTRUCTION D'HAITI: Proposition d'ordre du jour et les documents relatifs S la premise reunion du Comite de pilotag HRF fee structure.docx
Attachments:

Cheryl,
Here is the fee's chart, towards the end of it. Sorry I can't copy it into the body of the email since it's a table. Best,
Roland

From: Jleitmannf
Sent: Friday, June 11, 2010 12:33 PM Tot DAVID.MOLONEY) Cristina Barrios; Mills,
Cheryl D; Eriksen Tom Edvard;
Aafmofadhif 1 Helene HOLM-PEDERSEN;ManuelLopez-Bianco;Pierre Duouesne;StefanoManservlsi;
Steven Everts; tiuurikkalar 1:dyrhee9^ tearlyJonsoH Tessa Williams-
Robertson; M. Stephen Lawrence; Desmond Brunton; stephane.rezettel I niek-de.reoti 1
karln.stanghed jagamboal jchristiet 1;mkMnet
emurillc
CCS JAMALKHOKHAR :NATHAUE.ONEIL] #LOUIS.VERRET<
ISABELLE.BERARO Felix Femandez-Shaw; George Firmeza; Goncalo Mourao; Renaude Bender; Vjviana
Squancia-Whlte; Brimmer, Esther D: Reynoso, Jullssa; DeMarcellus, Roland F; Laszczvch. joanne: tjuurikkalf.Zj;
Tran,Luyen;crenteriai rstudartj Michelle C. Keane;
aalkhallff~ lanureshl2 jicaldlootti l:dnovoldstad ~l
aaitchalifi laoureshl2 j;J<
ronbaudlij ronbaudinf iJrgvf
Subject:INVITATION -"HAITI RECONSTRUCTION FUN!
FUND: Draft agenda and documents for first Steering committee
Meeting INVITATION - FONDS POUR LA RECONSTRUCTION D'HATTI: Proposition d'ordie du jour et les documents
relatifs a la premiere reunion du Comlte de pilotage

Dear Potential HRF Donor,

Please find attached the .draft agenda and related documents for die first Steering Committee meeting of the Haiti Reconstruction Fund. The meeting will be held on Thursday, June 17th, from 14:30 -17:30 at the Karibe Convention Center in Port-au-Prince. It has been scheduled to follow the fust Board meeting of the Interim Haiti Reconstruction Commission and related events on the same day. The meeting will be followed by a press conference and/or cocktail reception.

The agenda and documents have also been posted on the HRF website in English (www.haitireconstrictionfiind.org). The French versions of the documents are being translated and will be available by early next week, ft the future, with sufficient time and capacity, we plan to distribute both versions simultaneously.

The meeting will take place primarily in French. If this poses a challenge, please be sunt to arrange for translation assistance. As we received no objection from the Members, we will also be inviting potential donors to participate as observers.

Kindly confirm your participation or indicate whether an alternate will be replacing you at the meeting. We luck forward to inaugurating the Fund to serve the people of Haiti,

Kind regards,

Josef Leitman
Program Manager
Haiti Reconstruction Fund (LCRRF)
Tel: 1-202-473-7149 Cel'
www.haitireconstructionfund.org
www.fondsdereconstructiond'Haïti.org

HAITI RECONSTRUCTION FUND
Steering Committee Meeting 1/2010

June 17 (14:30 - 17:30), 2010; Karibe Convention Center, Port-au-Prince

DRAFT AGENDA

1. Welcome by Chairperson

2. Brief Updates

- Secretariat
- Trustee

3. IHRC - HRF Relationship (*See attached file: IHRC HRF relations.docx*)

4. HRF Rules and Procedures (*See attached file: HRF Operations Manual Jun 10.docx*)

- Operations Manual
- Fee structure (*See attached file: HRF fee structure.docx*)

5. Consideration of Urgent Requests for Financing from IHRC (to be distributed upon receipt)

6. Proposed Administrative Budgets (*See attached file: HRF administrative budgets FY11.docx*)

- Secretariat
- Trustee

7. Other business

- Next meeting (date, time and venue)-

Chers Donateurs Potentiels au HRF,

Veuillez trouver ci-joint une proposition d'ordre du jour et des documents relatifs à la première réunion du Comité de pilotage du Fonds de Reconstruction d'Haïti. La réunion se tiendra le 17 juin de 14h30 à 17h30 au Karibe Convention Center à Port-au-Prince. Elle intervient dans le prolongement de la première réunion du conseil d'administration de la Commission intermédiaire pour la

Reconstruction d'Haiti et autres événements prévus le même jour. Elle sera suivie d'une conférence de presse et/ou d'une réception et cocktail.

L'ordre du jour et les documents ci-joints sont également disponibles sur le site du FRH en version anglaise (www.haitireconstructionfund.org). La version française des documents est en cours de traduction et devrait être disponible en début de semaine prochaine. À l'avenir, avec des délais d'exécution plus longs et des moyens humains plus importants, nous serons en mesure de diffuser les versions anglaise et française simultanément.

La réunion se déroulera essentiellement en français. Si cette disposition devait poser un obstacle à votre compréhension, veuillez s'il vous plaît arranger la présence d'un interprète à votre usage. Par ailleurs, cette proposition n'ayant rencontré aucune objection de la part des membres du Comité, nous inviterons également des donateurs potentiels et des observateurs.

Veuillez s'il vous plaît confirmer votre participation à la réunion ou nommer un suppléant. Nous sommes fort impatients d'inaugurer ce Fonds au service du peuple haïtien.

Cordialement,

Joe

Joseph Le [Unarm] **Program Manager**

Haiti Reconstruction Fund (LCRRF)

Tel: 1-202-473-7149

Cette signature est électronique.

www.haitireconstructionfund.org et twitter.com/HaitiReconFund

FONDS POUR LA RECONSTRUCTION D'HAÏTI Réunion du Comité de pilotage 1/2010

17 juin 2010 (14:30 -17:30) au Karlbe Conventio* Center, Port-au-Prince

PROPOSITION D'ORDRE DU JOUR

1. Mot de bienvenue du Président
2. Mises à jour sommaires:
Secrétariat
Agent fiduciaire
3. Relations entre le CIRH et le FRH
4. Règles et procédures relatives au FRH:
Manuel opérationnel
Structure des montants
5. Examen des requêtes urgentes de financement par le CIRH
6. Proposition de budgets administratifs:
Secrétariat
Agent fiduciaire
7. Affaires diverses
Prochaine réunion (date, lieu et lieu)

UNCLASSIFIED U.S. Department of State Case No. F-2015-16287 Doc No. C06019093 Date: 10/20/2016
From: Mills, Cheryl D
Sent: Friday, June 11, 2010 3:42 PM
To: 'Weymouth, T. Clark'; And rew_Cavey[cheryl-mills garry.conille adesai Eric Braverman T

Curtis, Meghann A
Cc: Wamholz, Jean-Louis Gabriel Verret; Laura Graham;
Subject: Watdman, Robert J.; Donley, Elizabeth M.; Qureshi, Mahvesh A; Carrington, Wesley V.
Attachments: RE: ICRH/Board meeting
2010-06-11QRH Board Meeting Script (5).DOC

Thanks.

My comments in
margins. Best.

cdm

From: Weymouth, T. Clark <mailto:twevmouth@hooantoveHs.com1>
Sent: Friday, June 11, 2010 2:49 PM
To: Mills, Cheryl D; Andrew CaveW ladesafl j cheryl.millj
oanv.conllld~ i: Eric Braverman I jWamhob, Jean-Louls; Gabriel.
Verret; Laura Graham
Cc: waldman, Robert J.; Donley, Elizabeth M.; Qureshi, Mahvesh A; Carrington, Wesley V,
Subject: ICRH/Board meeting
Importance: High

As promised, attached is a draft of the proposed script for the legal/governance aspects of the Board meeting; in footnotes, we have highlighted several issues for the group's further consideration and input Andrew, please forward to anyone not included on this email who should review/comment.

We are working on, and will send as soon as possible, a draft of the Hogan Lovells presentation. In the meantime, please let us know if you have questions or otherwise would like to discuss the attached draft.

Best regards,

T. Clark Weymouth
Partner

Hogan Lovells US LLP Columbia
Square 595 Thirteenth Street, NW
Washington, DC 20004

Tel- +1 202 637 5600 Direct: +1202
637 8633 Fax; 202 637 5910 Email,
twevmouth@hoganlovells.com www
hoganlovells.com

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From: Mills, Cheryl D
Sent: Friday, June 11, 2010 2:04 PM
To: [Amltabh Desai; Andrew_Cavey] cheryl.mills| #Curtis, Meghann A; david.janserj |Donley, Elizabeth Mo Eric.Braverman] j garry.conillel ~1 Gabriel Verret; laural ... I I-
Cc: I Qureshi. Mahvesh A* Waldman. Robert Jo Weymouth, T.
Subject: Clark; Wamholz, Jean-Louis; Q
Attachments: RE: McKinsey Board PPT Presentation - RESPONSE TO WARE Comments 2010*05-06 IHRC Decree - official State Department English Translatioadocx

The mandate language is drawn from the decree - the monitoring likely is in a different graph of the decree - this language comes from articles 9 and 10 of the published decree attached.

Front
Sent: Friday, June 11, 2010 2:00 PM
To: Mills, Cheryl O
Cc: Amitabh Desai; Andrew Cavey 'cheryl .mills|T
Verret, lauraC j; Donley, biizatetn M.; fcnc_Bravermarl
Waldman, Robert PPT Presentation - J.; Weymouth, T. CDM Comments Clark; Wamholz, : Curtis. Meghann Jean-Louis; A^_ ; garry.conillel
Subject: Re: Gabriel j Qureshi, McKinsey Board Mahvesh A;

Hello Everyone,
This is the first time PwC has reviewed this PPT deck. We would recommend that at a minimum the word "monitoring" be placed in the Mandate section on Slide 4 as the mandate, should, in our view, mention the central role the IHRC will have in ensuring accountability of implementing agencies and downstream performing contractors.
WR

GteAn T.
Warn
Managing
Director

PricevtalertiouseGoopefs LLP (pwc.com)
1 BOO Tysons Blvd
Mdesn, vA 22102
Telephone. *j I
Facsimile. »I 813 393
2365 Mobile' ♦; I

Antt-ConupUon Practice Group {see pwc.com/us/antiMmipiion)

-Thoughts don't need paper to taka shape.

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cc «eharyl.mlffs| f. «Andrew_Cavey| 5"Curtis,Meghann A*
<TbirhUAmBiiita AMA "Amlinhh ratfbbi I
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<allabBlh.donlay@lioaanlowlb.eam>. Glenn Wana/USffAS/PwC! I
Lavra M Lartoum/USfFAS/P^ I *Qureshi, Mahvesh A"
<mahveah.quresM@hosanloveUs.cojn>, sum. T. Clark'
■ct.waymoirthahogaftlaveHs.som>."Wamhcte. Jean-Louls*
<WamholzJ@slata.gov>, wniiam J MacmtHan/US/FAS/Pwq I

i" <Erte Bravmin! I < J
Subfect McKinsey Bo aid PPT Presentation - COM Comment*

.From: Andrew Cavey [mailto:Andrew_Cavey@McKinsey.com]
Sent: Friday, June 11, 2010 11:41 AM
To: Milk, Cheryl D; cheryl. mills!
Subject: Fw: IHRC / Potential project approval criteria, Presentation, Go-Charl talking points

Cheryl - please see attached McKinsey presentation. I presume the other documents that I'd sent below are bottled up in the system (the attachments were large), but if you don't get them either, just let me know.

Best

Andrew

Gabriel/Laura et al:

Attached is my suggested revisions to the PPT in text (can't redline).
I deleted additional back-up slide that I did not pull up into the presentation (I think only a blank one and the one that goals through bylaws approval process which I assume will be in Hogans).
Jean-Louis - please see slide 7 and 9 in this presentation to address PAO function.

Thanks. .

cdm

Dr Andrew Cavey
McKinsey & Company, 1 Jermyn Street. London, SW1Y 4UH, UK.
«_ MJJ ~ ~l « fei;+*4.207.3395156 9 ~~mab~~
0 andrew_cavey|

— Fomented by Andrew Cavey/LOWEuropeMCKINSEY on 1

inBQOIO 16:31 from Andrew Cevey/LONCuropefMCKIKtSEY
To: Gabriel Vane11 L. "Laura Graham'l I
Cc: adeaal I chwvl.mllbr IPBvM Jansen f ~L'Dontev.Elizabeth M.'
<ellHMh,donleyi|hogenloveUsxoin>, S3
gerry.oonitlej n»p r&heiyi Mills <MDisCDQsiate.gov>, WQuidofol.RobertA'
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Taliento/tXO/NorthAmerica/UCKINSEY, ____ | ErtcBtavainiaalQCQfNorthAmerica/MCKMSEY
Date: 11AS/2010 15:50
Subject IHRC /Potential projeet approval criteria, Presentation, Co-Chatx talking points

In advance of our debrief, I've attached a few documents that will be needed for internal preparation for the Board meeting:

1* Project approval criteria for Board: several people have asked what the Board approval criteria could be. Please see attached memo and backup slide, as thought starters, based on BRR criteria. By the way, I also noticed that of the 12 projects submitted by UN agencies (that I forwarded this morning), four were over \$20M, and four were \$1-10M. All requested HRF funding (though one of them had a few million dollars from other sources too).

2- McKinsey presentation. Note that is still a draft and we will continue to make changes in parallel even as we collect early comments from the group. Also, there will possibly be significant changes to the graphical look please do not focus your attention there.

3- Co-Chair talking points. We presume that the CF team will refine President Clinton's points independently, as they did for Punta Cana.

After our discussion yesterday, we will be sending a revised budget by COB today. This will include a/ low-high ranges, b/ staff sizing including secondments, and a separate bottom-up analysis of staff size, without any capping.

Look forward to your comments and our discussion.

Bast,
Andrew

[attachment "20100608 Project approval process Board memo_v4.zip" deleted by Andrew Cavey/LON/Europe/MCKINSEY] [attachment "20100608 Project approval process Board appendix_v4.zip" deleted by Andrew Cavey/LON/Europe/MCKINSEY] [attachment "20100617 IHRC Overview Board June 17 Presentation v14.zip" deleted by Andrew Cavey/LON/Europe/MCKINSEY] [attachment "20100610 IHRC 17 June Board meeting co chair talking points_v5.zip" deleted by Andrew Cavey/LON/Europe/MCKINSEY]

Dr Andrew Cavey

McWee S Company, 1 Jernyn Street, London, SW1 1UH, U.K.
9 wt1 _____ I 9 fax 44.207.339.3156 9* mofc _____ j _____ |
SI andrew_cavey _____ |

From Andrew Cavey/LON/Europe/MCKINSEY
To: Gabriel Venal _____ I "Laura Graham" _____ ii _____
Cc: adaaal _____ I dwrytm1tsj _____ "iPavid Jansen" _____ ; 'Oonlev. Elfeabeth M.* _____
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mahveahoueth@ nocanloval-hjcom> Charv Wils <MMSDStatacov> _____ WalMman. Robert J." qtw wammamafocanoyeDacoro. *Wolnouth. t Clark" <1
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... mi LUIMLIi. AgjA*man/pc/orth/vwl<ia/MCKIMSEY _____ TLyiw ;

Daw 11/00201009:31
Subject: IHRC I ProjectB proposed by UN

Hello,

The IHRC received yesterday the attached 10 proposals from various UN agencies. Four of these are over \$10M. I look forward to our group discussion on how we approach project approvals in the Board meeting.

I'd suggest (Or these projects (which the UN agencies prepared in IHRC concept note format), two options:
V CONDITIONAL APPROVALS for all projects over \$10M

2. CONDITIONAL APPROVALS for all projects over \$10M, AND Exec Committee to APPROVE the six smaller

UNCLASSIFIED U.S. Department of State Case No. F-2015-16287 Doc No. C06019093 Date: 10/20/2016
projects (under \$10M) and "announce" them at the Board.

Either option would show immediate forward progress of the IHRC. push the impression that the IHRC is not here as a bottleneck, and avoid slighting the UN agencies that have put a lot of work into these proposals. unth further Commission infrastructure is in place, I don't feel completely comfortable asking the Board to approve the big projects (one ls at \$80M) without some thorough assessment measures.

I will have a closer read of these before our conversation to help summarise. (A further Issue is that some of these projects are funded, I think, and others will seek HRF funding: for those seeking HRF funding we might not want to put the Board in a position where they are approving a large % of the entire total HRF budget. We can discuss).

Best,
Andrew

_____ [attachment "Submi\$tion_UN_propo\$als_CIRH_2.zip" deleied by
Andrew Cavey/LON/Europe/MCKJNSEY] [attachment "Submission UN_proposals CIRH l.zip" deleted by Andrew
Cavcy/LON/Europe/MCKINSEY] _____ ~ _____

Dr Andrew Cavey
McKiiwav & Company l Jermyn Street, London, SWI Y 4UH, UK. _____
• tat | _____ | « for *44.207339.51S6 8 mod _____)
13 andrew_caveyj

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11 IHRC Overview Board June 17 Presentation v14 - cdrr_j)pt.zip" deleted by Glenn
Ware/US/FAS/PwC)

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Sent:

Mills, Cheryl D

Wednesday, June 09, 2010 8:17 AM

To:

Gabriel Verret; Laura Graham

Cc:

cheryt.mflj 1 garry.conille[I adesai]"

Warnholz, Jean-Louis; Weymouth. T. Clark; David Jansen; Donley, Elizabeth M.;

jQureshi, Mahvesh A; Andrew Cavey[Eric BravermaitW_

Waldman, Robert J.;

Subject: RE: IHRC tSummary of PWC, Hogan, McKinsey 8 June meeting and new draft agenda PER CALL - STRIPPED VERSION FOR CIR TONIGHT 2010-06-09 01 - 20100608 IHRC Board Meeting

Attachments: Agenda tor 17 June v7 CLEAN STRIPPED DOWN.doc

Laura, Gabriel, et al;

Per our am call:

Attached is what the stripped version would look like.

Only issue is the approval of prior organizational actions (are we sending out a description/resolution draft of that)

Same on leaving tbd on projects approval.

cdm

From: Andrew_Cavey. Sent:

]][mailto:Andrew_Cavey[

Tuesday, June 08, 2010 5:12 PM To:

Warnholz, Jean-

Gabriel Verret; Laura Graham

3 gany.coniltef ladesaj

Louis; Weymouth, T. Clark; David Jansen; Donley, Elizabeth j

I Eric uravermart Oureshl. Mahvesh A; Waldman, Robe

Subject: IHRC / Summary of PWC, Hogan, McKinsey 8 June meeting and new draft agenda

Hello.

Hogan, PWC and McKinsey had a long and productive working session this morning. Overall, we made some changes to the agenda, based on feedback designed to create a more effective Board meeting and better protect co-Chairs. Some questions remain unanswered, which will be circulated tonight and discussed at Our call tomorrow.

Process-wise, I've attached a revised agenda (redline and clean versions) and summarised points out of this morning below. By end of day today, I will collate materials and send to the group:

a/ 4 of the 5 Board pre-read materials: bylaws and 2 codes of conduct (from Hogan), agenda (as attached), (but not the cover note prepared by Hogan for tomorrow Wednesday)

b/ materials for discussion on 17 June (but not to be sent as pre-read): McKinsey presentation and budget

>

Best,
Andrew

Takeaways from PWC / Hogan / McKinsey meeting of 8 June

1. Co-Chair Introduction: McKinsey preparing talking points / running order and well include a mention of the overall compliance principles of the IHRC, ie IHRC will set the compliance framework that others need to follow
 2. Bylaws. Hogan will prepare the final turn on the document tor cob today, redlining any changes to help translators. Overall, few substantive changes were made, but we aligned on the various footnotes. Still need to add a clause to .. protect co-Chairs if they are in conflict with a presented project proposal (e.g. CF).
 3. Cudas of conduct. As with bylaws, Hogan will turn by cob today and redline changes for translators.
 4. ' Budget. Show the budget at the meeting, but do NOT send as pre-read. This will be one part of the presentation at the .meeting, as Powerpoint"Board approval" is NOT required, and indeed could be counter-productive. Executive Committee should consider any comments at the meeting, and later tweak and finalise.
 4. Operational matters / Prior actions. Hogan suggested drafting a broad resolution to ratify all prior actions of the organization, (an alternative would be to pass resolutions tor specific decisions, e.g. procurement, .ED search, bank account, etc) but Hogan's feeling was that a broad resolution would better protect co-Chairs)
 5. Operational matters / Banking. Pass banking resolutions to give power to the [named individuals] as signatories tor bank account Question is who should be named: co-Chairs ? ED? Gabriel Verret?
 6. Project approvals. Here we need to decide carefully how best to proceed. Hogan's suggestion was to pass "conditional Board approvals" tor projects presented, in order to balance the need for forward progress and results, with the desire not to rush Into decisions before transparency and compliance processes aFe in place. In order for this to happen, between now and the Board meeting, we'd need to:
 - a/ Agree internally on criteria tor Board to approve projects (we'll attach a suggestion cob today)
 - b/ Review proposals submitted by HRF, UN (who will both use current IHRC project concept note), CF, IDB and do a preliminary scan of how they meet the criteria
 - c/ Prepare Board, resolution of approval criteria
 - d/ Present to Board on 17 June the projects and how they match criteria
 - e/ Where not all criteria have been reviewed and/or addressed by project proposers, we would suggest "Conditional approval"
- Do these seem realistic achievements for the meeting?
7. Pre-read material. 1/Coyer note; 2/ Agenda; 3/ Bylaws; 4/ Code of conduct employees; 5/ Code of conduct Board members
 8. Logistics'. We suggested using two projectors to show both English and French presentations during the meeting.'

Or Andrew Cavey

McKlnswS Company. 1 Jwmyn Street, London, SW1Y 4UH, U.K. _____

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AGENDA

RELEASE IN FULL

Board Meeting of the
Interim Haiti Recovery Commission

Thursday 17 June 2010 @ 10:00 a.m. Conference Room Hotel Karibe .
Port-au-Prince, Haiti

Welcome

IHRC Mission, Mandate, Structure, Operations

III. Board Organization Matters

- * ACTION ITEMS: Approval of Resolutions o
IHRC Bylaws'
 - o IHRC Standards of Conduct (Board & Employees)

IV. JHRC Operational Matters

- **ACTION ITEMS:** Approval of Resolution
o Ratification of Prior Organizational Actions

V. Review of Any Proposed Programs & Projects

- **ACTION ITEMS:** Approval of Resolution o
To be determined (if any)

VI. Administrative Mattere

VII. Other Business

VIII. Closing

From: Mills, Cheryl D
Sent: Monday, June 07, 2010 10:54 PM
To: I Gabriel Verret; Laura Graham
Cc: adesaj chervLmills! lwamholz, Jean-Louis;
Weymouth, T. Clark; David Jansen; Andrew Cavey t
Eric Bravermanj
Subject: RE: IHRC / Board documents 2010-06-07
Attachments: Operational plan.Appendix - rev.ppt

RELEASE IN PART B6

A few comments:

1. Attached is my edits to accomplishments (happy to discuss minor revisions made)
2. I find the overview is a document 1 would not use - and would want to discuss if we were going to use it- 1 know it is for internal use to ensure we are all on the same page - it has items that when we have more time, worth discussion if document has an enduring life.
3. I have sent the current iteration from H&L of codes of conduct tonight to the translators-and will be sending the current version of bylaws when H&L sends in am - any changes post then need to be track changed for them to translate all these documents, they have to get started.
4. I have no new comments on documents I edited.
5. I only glanced at budget - it was such a shocker (15M) that I want to actually study it before comment but I b/l that we need some grounding in a few things - what is the current operating budget of the ministry of planning or finance - how much does this exceed it? I anticipated a run rate of the IHRC of about \$5M a year - based upon nothing so having a built budget to be able to see what generates the cost is helpful, but we should make sure we each take time tomorrow to review and scrub b/c it likely will be a press point if it remains what it is.
6. I have not gone thorough concept notes or implementing agency document -1 am assuming that these are not required for board meeting but will go up soon there after on the website so in triage mode, have not invested time in reviewing them closely - advise if that is wrong.

Am Call -1 have an 8am doctor's a ppt so I am going to get there at 7:20am to get on the call but will have to drop off promptly at 7:55am.

Thanks for all the work.

Best.

cdm

From: _____ ^
Sente Monday, June 07, 2010 10:02 PM
To: Mills, Cheryl D; Gabriel Veiret; Laura Graham
Cc: adesaj 1 cheyl.mill 1 Warnholz, Jean-Louis; Weymouth, T. Clark; David Jansen;
Andrew Cavey grig Bravermanj
Subject: IHRC / uoara documents ~TM"

Hello,

As discussed, please see attached the latest documents in preparation for the Board meeting.

Please pay particular attention to the updated budget memo, and proposal concept notes (of which there are two. a

simple one to register existing projects, and a longer one to approve new projects).

Note that we are awaiting a turn from Hogan on the two codes of conduct and on the role of board members (attached documents are those with Cheryl's latest edits). We will discuss with Hogan and PWC tomorrow whether or not to include the project approval criteria for Board members. We've also attached the latest implementation questionnaire from PWC and pasted their comments on the questionnaire below.

McKinsey is working on the presentation for the Board meeting and will send out an iteration tomorrow.

We look forward to discussing further at our call tomorrow morning.

Lynn

Re: the Implementation questionnaire, below is an explanatory note from PWC:

Due diligence questionnaires have become a standard procedure in the conduct of due diligence of third party recipients or implementer of donor funds. While there are no regulatory requirements making "questionnaires" themselves a strict legal requirements, virtually all of the anti-corruption standard setting bodies (e.g. UN Global Compact, Transparency International, World Economic Forum, International Chamber of Commerce, TRACE) have noted the need for due diligence as an integral part of a review process before entering into relationship of the kind contemplated by the IHRC. In fact, Transparency International published a special handbook for controlling corruption in relief and humanitarian operations and specifically makes mention of the need for enhanced due diligence assessments. Procedurally, due diligence cannot be adequately conducted without the necessary first step of obtaining the intake information from the target entity - the questionnaire seeks to accomplish that purpose. Each question of a questionnaire is designed to elicit information from targets to permit due diligence analysts to review specific areas of risk. For example, where the questionnaire seeks banking information, it is a red flag if an entity requests payments be made to a Cyprus based account for example. In fact, international financial institutions will not permit payments to various secrecy jurisdictions as part of their protocol (but oddly, may not check other areas of risk which are standard in the industry). When the questionnaire requests location and individual names, due diligence analysts would be seeking to determine if individual senior level officials of an entity have regulatory actions outstanding or show up on any regulatory or national watch list or black list. Additionally, the questionnaire itself becomes a valuable reliability tool as analysts can test the veracity of those applying for IHRC approval against records in the public domain (e.g., fabricate information on a questionnaire). In fact, the state of art with due diligence has become so advanced that most due diligence providers (and PWC is one of them) provides online questionnaires of third parties that run complex risk rating analytics as part of the self recorded information.

In summary, questionnaires are a standard procedure in any due diligence process and will be an indispensable first line of defence for the IHRC in vetting applicants seeking approval. It is mildly invasive, easy to administer, and nowhere near as intrusive as back-end project monitoring, investigation or debarment procedures of an entity not subject to enhanced due diligence and later found to have an issue that could have been resolved in the front end.

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IHRC Operations plan - key milestones

	Milestone	Date (target)
Governance Logistics Human. Resources	Board members appointed	June 7 th Z
	Initial board briefing	July 1 st (following ED appointment)
	First board meeting	
	*	
	IHRC open for business	June 30 th
	Official inauguration of IHRC location	June 30 th
	Interim admin staff in place	Mid-July
	Announcement of Executive Director	End July
	Appointment of Directors	Ongoing, starting Mid-June
	Appointment of other managerial and technical staff	
Communications Operations	Announcement of secondments	
	— Internationals	■ May 31* v'
	— From GoH	• May 31* ✓
	Web-site operational	• June 14 th
	Communications support	» June 7 th Z
	RFP launched	■ June 14 th
	Communications RFP decision	■ June 14 th
	Project concept form posted on web-site	• Early August
	On-line solution available	
	Board approves any initial projects	
	Permanent approvals process in place	
	June 1* V/June 1* /	
	June 14 th	

1. Board Meeting Logistics

- a. Date: 17 June 2010 CONFIRMED
- b. Time: 10am - noon followed by lunch
- c. Location: TBD
- d. Other needs (Margaret & Natalie to address offline, including translation (French, English, Spanish?; transportation, technology, managing communication to donors/rsvps, designating IHRC office contact for members to track questions, etc.)

2. Board Meeting Substance Matters

- a. Board appointees - do we have more than those below
/
- b. Agenda for Meeting - draft attached for discussion
- c. Presentation Materials (timeline for preparation)
 - i. ' Agenda
 - ii. . McKinsey Presentation (overview, mission, mandate, organizational structure)
 - iii. Hogan Presentation (role of board members, bylaws, codes)
 - iv. Budget - who presents (McKinsey?)
 - v. Procurement Guidelines?
 - vi. Project Approval criteria
- d. Mail-out Materials (can we post on web in site only board can access)
- e. Briefing for Haitian delegates

3. IHRC Opening Matters

- a. Staffing
- b. Supervision
- c. Priorities

4. Other Matters

UNCLASSIFIED U.S. Department of State Case No. F-2015-16287 Doc No.
C06019101 Date: 10/20/2016
From: Laszczyc, Joanne Sent: Monday, June 07, 2016 7:16 AM
Subject: Re: Daily Conference calls
To: 'Laura Graham' <lgraham@state.gov>
Cc: Wamholz, Jean-Louis; Curtis, Meghann A; 'adesail' Eric Braverman; 'msteenburg' Lynn Jones, Natalie R; 'msteenburg' T ~

B6

Reminder 7:30 edt call through State Ops. 202-647-1512

From: Laszczyc, Joanne
To: 'Laura Graham' <lgraham@state.gov>
Cc: Wamholz, Jean-Louis; Curtis, Meghann A; 'adesail' Eric Braverman; 'msteenburg' Lynn Jones, Natalie R; 'msteenburg' T ~
Sent: Fri Jun 04 18:05:23 2016
Subject: Daily Conference Calls

Good afternoon,

Daily calls are scheduled for the week on June 7 to 11,2010:

Monday, June 7	07:30 EDT
Tuesday, June 8.	07:30 EDT
Wednesday, June 9	07:30 EDT
Thursday, June 10	07:30 EDT
Friday, June 11	11:00 EDT (proposed, please confirm availability)

For these calls, please call the Operations Center at the Department of State and they will drop you into the

call: 202-647.1512

Thanks.

UNCLASSIFIED US Department of State Case No F-2015-16287 Doc No C06019101 Date: 10/20/2015

Joanne Laszczyk

W W Assistant to Counselor and Chief of Staff, Cheryl Mills

Department of State
2201 C Street, N.W. .

Phone 202-S47-SSJ0

Fax: 202-736-4535

UNCLASSIFIED. U.S. Department of State Case No. F-2015-16287 Doc No. C08019101 Date: 10/20/2016

UNCLASSIFIED U.S. Department of State Case No. F-2015-16287 Doc No.

C06019267 Date: 10/20/2016

From: Mills, Cheryl D
Sent: Sunday, June 06, 2010 11:29 AM
To: 'Weymouth, T. Clark'; Waldman, Robert Donley, Elizabeth M.; Qureshi, Mativesh
Cc: A Carrington, Wesley V.
Subject: RE: Board Agenda
Attachments: 2010-06-06 AGENDA - revised formating - hoganlovelts version badcdoc '

Great - my minor comments.

RELEASE IN PART B6

You don't know how many times I
had to replace hartson with lovells...

From: Weymouth, T. Clark [<mailto:t.weymouth@hoganlovells.com>]
Sent: Sunday, June 06, 2010 11:11 AM
To: Mills, Cheryl D; Waldman, Robert J.; Donley, Elizabeth M.; Qureshi, Mahvesh
Cc: Carrington, Wesley V.
Subject: FW: Board Agenda Importance: High

Cheryl -

I prefer your proposed agenda to the one that was circulated previously; I've provided comments and suggested revisions in red-line in the attached version of it. By copy of this email I invite our corporate team to comment as well.

Liz and I would be happy to make the presentation on board organization matters; beyond that, I don't have any particular insights on who would be in the best position to make the other presentations.

Best.

T. Clark Weymouth
Partner

Hogan Lovells US LLP Columbia Square -
555 M Street, NW Washington, DC 20004

Tel +1 202 637 5600
Direct +1 202 637 8533
Fax: +1 202 637 5910
- Email- tweymouth@hoganlovells.com www.hoganlovells.com

Please **consider** the environment before printing this e-mail.

From: Mills, Cheryl D [<mailto:MillsCD@state.gov>] Sent: Sunday, June 06, 2010 8:44 AM To: Weymouth, T. Clark
Subject: Board Agenda

UNCLASSIFIED U.S. Department of State Case No. F-2015-16287 Doc No.

C06019267 Date: 10/20/2016

Do you have opinion re an alternative format for board meeting agenda?

Have you seen the original format (second document attached)?

Thanks.

cdm

From: Cheryl Mills [mailto:Sen To:	
Sent Saturday, June 04, 2016 11:54 AM	irry.toniiei iv
mpcedd l	I Erfc Bravermari
Devld Jansen: Weymouth. T. Clark: 1	Andrew Cavey; enjeck Jones. Natalie R;

Cheryl Mills Subject: Re: Current status of docs for Board

David

Attached is a suggested revised format for Board meeting agenda

I have revised it consistent with Board meetings of corporations and non-profits on which i have sat on the board. -

I think it makes clear additional presentations we might need as well as additional presenters.

I am adding Enex and T. who may have different thoughts as to how to approach this

thanks.

cdm

On Fri, Jun 4, 2016 at 4:53 PM,
Please find status of docs and attachments:

The list of documents attached:

1. Agenda - attached
2. Bylaws - latest redline attached
3. Code of conduct - will be sent out by T. from Hogan later today
4. Procurement procedures - attached
5. Budget and assumptions - final by cob
- Monday 6 - Staffing principles - final by cob
- Monday
7. Proposal concept note - final by cob Monday

- 8. IHRC memo - final by cob Monday
- 9. Board project approval criteria - final by cob Monday
- 10. Role of Board members - attached
- 11. Operational plan and milestones - final by cob Monday
- 12. Implementing agency questionnaire - final by cob Monday
- 13. Please send comments

to Andrew.

Regards

David

David Chinn
Principal, McKinsey & Co., Inc.
Tel Aviv-tl _____ m.l 11 +972 9 972 4589; Executive Assistant - Ravlt Shem-Tov - l[
f. +972 9 972 4592, e. J f.: Executive Assistant - Leandra Fennell ■ t, (f.

London -1.
+44 20 7339 5476 , e.[
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AGENDA [RELEASE INFLJLj

Inaugural Board Meeting of the Interim Haitian Recovery Commission?.....]

Thursday, June 4417,2010 @10:00 a.m.
Conference Room muiBiu
Hotel Indigo
Port-au-Prince, Haiti -I^nimtrtWBWIBht

- I. Welcome Prime Minister Bellerive
President Clinton
- Inaugural Meeting (No minutes requiring approval)

- II. IHRC Mission, Mandate, Structure, Operations McKinsey Consulting
- Presentation by McKinsey Consulting Presenter tbd

- III. Board Organization Matters Hogan & Lowells
Present
er tbd

- Presentation by Hogan & iLoyvet^
o Board Duties and Powers of Executive Committee of IHRC Bylaws
o IHRC Standards Code of Conduct (Board & Employee)

Comment [TCW3]: I mfd prapou dai In
pmonit die firm itata fauM, I coind prwn Du lui miept N6TE*06ZAI -
SEETHSINJE BpTR GOOES OF CONDUCT CAN DO AS @t
OVTYIEWBUT WANT THEM TO
APPROVE BOTH - CAN YOYU Looiff
PMT.WjOWdjjfISJI

Discussion

- ACTION ITEMS: Approval of Resolutions ' President Clinton
o IHRC Bylaws
o IHRC Standarte-Code of Conduct (Board & Employee!)

- | IV. IHRC Operational Matters Presenter TBD/McKinsey.{?}

- Presentation by TBD
o IHRC Budget (including 5-18 month projection)
o IHRC Banking
Arrangements of IHRC
Procurement Guidelines
o [Project Approval Process - tbd if on agenda]

Date: 10/20/2016

	ACTION ITEMS: Approval of Resolutions Prime Minister	Minister	Presenter TBD
	Bdjedw		<small>Commit (TCW3); Kogn Lo*temKtnj wfcdftacuons, tftboy, to recomntnd, fd Bokd, nvd dnd of te Hn^pitttaa Gthefag BondqpmonlytiMMnlUn pmpmiedmabrlomCOMPHRT, ACBEE ifatoHnKTKXVREMENT JUBEUMES SHOULD (E=1WONDER»BOUT, BAtlc>CCOUKT-DO THIHK THE BOGET SHOULD og] •</small>
V. Review of Proposed Programs ft Projects	ss - tbd if on agenda]	Appr oval Proce	
	<ul style="list-style-type: none">• Projects before ihe Board<ul style="list-style-type: none">o HRF *15M Budget Support (Spain)o UN Projects (TBD)o Others [7]• Discussion• ACTION ITEMS: Approval of Resolutions Priime Minister Bellertve<ul style="list-style-type: none">o HRF \$15M Budget Support o UN Projects (TBD)o Others {?J		
VI. Administrative Matters			Presenter TBD
	<ul style="list-style-type: none">• Calendar of Meetings• Others?		
VII. Other Business			
VIII. Closing		PrimeMinisterBellerive President Clinton	

Date: 10/20/2016

From: Mills, Cheryl D Sunday, June 06,2010 11:19 AM
Sent: 06,2010 11:19 AM
To: J; Gabriel Verret; Laura Graham; Cheryl Mills; J gany.conillet mpcedgQ David
adesaij
Jansen: Weymouth. T. Clark: eniechl
Cc: Eric Braverman
] Andrew Cavey;

Subject: RE: IHRC / Current status of docs for Board
Attachments: 2010-06-06 01 - 20100617 IHRC Board Meeting Agenda for 17 June v4 - cdm rev.doc

Agenda: minor revisions and one comment on procurement rules.

From: r
Sent: Sunday, June 06,2010 10:48 AM
To: Gabriel Verret; Laura Graham; Mills, Cheryl D; Cheryl Mills: adesak" J Qarry.co
macedd t David Jansen; Weymouth, T. Clark: enlech
Ceil; Fri RravPimaw :!~
3 Andrew Cavey; |
Subject: IHRC / Current status of docs for Board

Team - please find below and attached the status of documents and latest versions for review. The spreadsheet attached also captures more detail about each document and other to-dos in preparation for the Board meeting. This will be maintained and circulated daily as a common ticksheet over the next two weeks.

If you make changes directly in the spreadsheet please do so in bold,

- The list of documents attached or status for delivery is as follows:
1. Agenda - attached; has been revised by CDM and McK since last circulated
 2. Bylaws - attached; same draft as last circulated
 3. Codes of conduct - attached; CDM's comments on Ts doc, for others to review
 4. Board code of conduct - attached; CDM's comments on Ts doc, for others to review
 5. Procurement procedures - attached; same draft as last circulated ■
 6. Budget and assumptions - final by cob Monday
 7. Staffing principles - final by cob Monday
 8. 1 Proposal concept note * final by cob Monday
 9. IHRC overview memo - attached
 10. Board project approval criteria • final by cob Monday
 11. Role of Board members - attached; CDM's comments, for others to review
 12. Operational plan and milestones - final by cob Monday
 13. Implementing agency questionnaire - attached; PWC draft, for others to review

Please send changes to me and to Andrew.

Best
Becca *

Becca O'Brien
y & C
c aile: Haiti mobile: I
■{ McKinsey &
Company
U.S. mobile: efax: +1 (202) 662-

UNCLASSIFIED U.S.
Department of State Case No.
F-2015-16287 Doc No.
C06019269 Date: 10/20/2016

65621 email:

UNCLASSIFIED U.S.
Department of State Case No.
F-2015-16287 Doc No.
C06019269 Date: 10/21/2016

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This email is confidential and may be privileged. If you have received it
in error, please notify os immediately and then delete it. Please do not
copy it, disclose its contentB or use it for any purpose.
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Date: 10/20/2014

IRLEEA8E-IN-FULL

Board Meeting of the
Interim Haiti Recovery Commission

Thursday 17 June 2010 @ 10:00 a.m. Conference Room [tbd] Hotarindigo
RN 49.1 JM. 78; H^ili /.....

Welcome

Prime Minister Bdierive
President Clinton

- Inaugural Meeting (No minutes requiring approval)

COfficient fcdmt: They may dom a Wf
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12 Discussion

- ACTION ITEMS: Approval of Resolutions 1
o IHRC Bylaws President Clinton
o IHRC Standards of Conduct I Board & Employees)

IV. IHRC Operational Matters Presenter TBD

- Presentation by IHRC staff member (or delegate from co-chair)
o Update on ED search and other key activities o IHRC Budget
(Including 6 month projection) o IHRC Banking Arrangements
- o IHRC Procurement Guidelines o (Project Approval Process-tbd
if on agenda]
- Discussion
- ACTION ITEMS: Approval of Resolutions Prime Minister Bellerive

Date: 10/20/2016

- II. IHRC Mission, Mandate, Structure; Operations McKinsey & Company
 - Presentation by McKinsey & Company Presenter tbd
- III. Board Organization Matters Hogan L'ovells
Presenter tbd
 - Presentation by Hogan Lovells
 - o Board Duties and Powers o Executive Committee o IHRC Bylaws
 - o IHRC Standards of Conduct (Board & Employees)

UNCLASSIFIED U.S. Department of State Case No. F-2015-16287 Doc No. C06019270 Date: 10/20/2014

UNCLASSIFIED U.S. Department of State Case No. F-2015-16287 Doc No. C06019270 Date: 10/21/2016

- o IHRC Budget o
- o IHRC Bank Account
- o &HRC Procurement Guidelines!
- o [Project Approval Process - tM if on

agenda]

Connwnl[afm2! pocjhinqim Bawl, mnrt
-imfc

- V. Review of Proposed Programs & Projects Presenter TBD
- Projects before the Board
 - o HRF S16M Budget Support (Spain)
 - o UN Projects (TBD)
 - o OthBrs [?]
 - Discussion
 - ACTION ITEMS: Approval of Resolutions Prime Minister Belferfve
 - o HRF \$15M Budget Support
 - o UN Projects (TBD)
 - o Others!?
- VI. Administrative Matters - Hogan Lovells
- Calendar of Meetings
 - Others [?]
- Other Business
- VB. Closing * Prime Minister
- VIII. Bellerive President Clinton

From: Mills, Cheryl D
Sent: Sunday, June 06, 2010 8:19 AM
To: 'Weymouth T. Clark'; 'garry.contl^' I 'adesai 'Laura

RELEASE IN
PART B6

Graham*; 'David Jansen'; 'Cheryl Mills'; 'Gabriel Verret'; -
'mpcedg 'eniechl I
Cc: 'Eie.Braverman! 'Andrew Cavey';

Subject: RE: CIRH/Board Code of Conduct j Carrington, Wesley V.
Attachments: 3010-06-06 HL QRH Board Draft of Code of Conduct 6-5-10.doc

T:

Looks good.

My edits on attached Board Code of Conduct you circulate.

As I said, I think we need this Board Code of Conduct-thanks for taking the initiative to quickly prepare one.

Many thanks.

cdm

From: Weymouth, T. Clark [<mailto:tweymouth@hoganlovell5.com>]
Sent: Sunday, June 06, 2010 7:36 AM
To: 'garcy-conHlel ~I'adesail I 'Laura Graham*; 'David Jansen'; 'Cheryl Mills'; Mills, Cheryl
D; 'mpcedg 'Gabriel Verret'; 'enjech[J-
Cc: 'EricJTravermanf ; 'Andrew Cavey*;
J Carrington, Wesley V.
Subject: CIRH/Board Code of Gonduct

Dear all --

As promised in yesterday's attached correspondence, attached is a proposed draft of the Board Code of Conduct. In responding, please indicate whether you agree that there should be a separate Code of Conduct for the Board. As before, please email us any comments and suggested revisions in red-line format no later than CoB on Monday, June 7, and, to the extent possible, each organization/constituency should coordinate internally its proposed changes and send us only one set of consolidated proposed changes.

Best regards.

T. Clark Weymouth

Please consider the environment before printing tins c-mafl

From: Weymouth, T. Clark
Sent: Saturday, June 05, 2016 11:13 AM
To: garry.conillri ; I adesall ; Laura Graham; David Jansen; mpcedg() j Gabriel
Verret; 'enjedf^'
Cc: 'Cheryl Mills'; Cheryl Mills; Eric Braverman ; I Andrew Cavey; L

| Carrington, Wesley V.

Subject: FW: GRH/Gode of Conduct All

-
I've reviewed Cheryl's comments and proposed revisions, which in my view are great. I've made some very minor nonsubstantive changes in the attached version, so would encourage all to review and comment on this version instead of versions circulated previously. My observations on Cheryl's highlighted responses in the cover note are shown in red below.

Best regards.

T. Clark Weymouth
Partner

Hogan Lovells US LLP
Columbia Square 555
Thirteenth Street, NW
Washington, DC 20004

Tel. +1 202 637 5800
Direct: +1 302 637 6633
Fax: +1 202 637 5910

Email, tweymovlh@iioganloveiis.co.in www.hogsn1ovells.com

Please consider the environment before printing this e-wen.

From: Cheryl Mills [mailto: Sent: Saturday, June 05, 2016 10:10 AM To: Weymouth, T. Clark Cc: aarrv-conillei : adesall/ mpcedg ; Gabriel Verret; Eric Braverman	I Laura Graham; David Jansen; Cheryl Mills; Andrew Cavey; I
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I
Subject: Re: QRH/Code of Conduct

Nice job on the SOC. They are clear, well-organized and accessible ~ many thanks to Hogan and PWC for all their work.

My comments and suggested revisions in trade changes/comments attached (I have added Enx to this traffic). UNCLASSIFIED U.S. Department of State Case No. F-2015-16287 Doc No. C06Q19271 Date:

10/20/2016

The Disclosures section provision taken from the PwC draft requires employees to disclose (their assets in accordance with Haitian law. We are not familiar with Haitian law requirements on disclosure and therefore do not know whether this provision entails substantive requirements. Accordingly, we also added an affirmative provision requiring employees to disclose financial interests that may raise

As currently written, the Code does not cover board members. In principle it would be simpler and more streamlined to

have a single Code of Conduct that applies to both employees and board members. However, many international organizations have separate codes for employees and board members. Please consider the appropriateness of having a single code versus separate codes. [SEPARATE SIMPLER CODE FOR BOARD MEMBERS PARTICULARLY REGULARLY PASSING ON LARGE PROJECTS - WE MAY WANT TO BE MORE SPECIFIC THE OTHER ISSUES APPLY FROM EMPLOYEE CODE] For present purposes we'll consensus on a separate Code of Conduct for Board Members and und ASAP. We can decide to discard it later if we decide on a single code

emDloymcnt.B5SS^@!fIS6ft)@ij4@B\$^&THi^i^E^iTi6

BY I BELIEVE YOU SAID THERE WAS NO GENERAL DISCLOSURE REQUIREMENT IN ENEX PROVIDED AS WHAT WAS REQUIRED IN THEIR ADMINISTRATIVE CODE/LAWS. YOU MAY REVERT TO THAT AGAIN TO SEE IF THERE WAS ANYTHING THERE. [We previously had reviewed the materials that you forwarded from Enex. We did not see anything dealing with financial disclosures or more generally that was directly relevant to the Code. What said, we'll review and reconsider.]

We highlighted several provisions in the Confidentiality section; drawn from the PwC draft, that regulate how the CIRH must respond to public complaints and explain CIRH decisions. In our view, these are valuable undertakings for the Commission, but more appropriately included in CIRH administrative or procedural rules and not in the more general code of conduct. [AGREE AND WOULD REMOVE SUCH RULES AS OPPOSED TO KEEP IN CODE] I will do, subject to consensus confirmation

On Fri, Jun 4, 2010 at 6:08 PM, T. Clark <t.wevmbuth@hoeanlovells.com> wrote:

Dear all-

As promised, attached is a revised draft of the Code of Conduct. Please note that we have not yet had a chance to fully consider all of the provisions and ramifications thereof; in the interest of giving everyone more time to review and comment, we thought it would be best to send you the draft now in its current form.

The attached draft is based on the initial draft prepared by PwC, retaining many of that draft's provisions. PwC's draft in turn drew from a number of domestic and international codes of conduct. In preparing our revised draft, we have ourselves reviewed and, as appropriate, drawn from several codes of conduct from international institutions such as the Inter-American Development Bank, the Organization of American States, the UN, the IMF, and the OECD. We have also reviewed U.S. domestic codes, including the Standards of Ethical Conduct for Employees of the Executive Branch as well as the Supplemental Standards for the Overseas Private Investment Corporation and Export-Import Bank. We have annotated in brackets the underlying source of each of the provisions in the attached draft.

The attached draft aims to be as clear and concise as possible without sacrificing consensus elements of the codes referenced above. As noted, the draft retains much of the original language of the PwC draft, while also broadening the Code's coverage to include the core elements from the International and U.S. codes we reviewed-

A few notes on substance:

We have taken some of the provisions in the Abuse of Discretion, Personal Conduct and Accountability sections of the PwC draft and moved them to other sections that seemed more appropriate in the revised structure of the attached draft, with the goal of eliminating redundancies and expressing distinct and cohesive ideas in each section of the Code. For instance, the abuse of discretion section was rolled into the conflicts of interest section, and the personal conduct section is reflected throughout the Code in relevant provisions.

- As currently written, the Code does not cover board members. In principle it would be simpler and more streamlined to have a single Code of Conduct that applies to both employees and board members. However, many international organizations have separate codes for employees and board members. Please consider the appropriateness of having a single code versus separate codes.
- The Disclosures section provision taken from the PwC draft requires employees to disclose their assets in accordance with Haitian law. We are not familiar with Haitian law requirements on disclosure and therefore do not know whether this provision entails substantive requirements. Accordingly, we also added an affirmative provision requiring employees to disclose financial interests that may raise conflicts of interest with CIRH employment.
- We highlighted several provisions in the Confidentiality section, drawn from the PwC draft, that regulate how the CIRH must respond to public complaints and explain CIRH decisions. In our view, these are valuable undertakings for the Commission, but more appropriately included in CIRH administrative or procedural rules and not in the more general code of conduct

To give us enough time to incorporate all changes before the Code is sent to the Board, please email us any comments and suggested revisions in red-line format no later than CoB on Monday, June 7. Also, to the extent possible, each organization/constituency should coordinate internally its proposed changes and send us only one set of consolidated proposed changes.

Thanks, and best regards.

T. Clark Weymouth
Partner

*

Hogan Lovell* US LLP
Columbia Square
555 Thirteenth Street, NW
Washington, DC 20004 ■

J Tel +1 202 637 5600 !
Direct. +1 202 637 6633
; Fax: *1 202637
5610

j Email: tweymoutn@hoganloveUs.com www.hogonloveli3.com

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Department of State

HL DRAFT-6 JUNE 2010

Case No. F-2015-16287

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Doc No. C06019272

COMMISSION INTERIMMAIRE POUR LA RECONSTRUCTION D'HAITI
(CIRH)

RELEASE IN
;FULL

Date: 10/20/2016

COPE OF CONDUCT FOR THE BOARD OF DIRECTORS

I. Introduction

The CIRH Board of Directors (the "Board") is responsible for guiding the direction and management of the organization, ensuring its funding consistent with its mission, enforcing the highest standards of ethical conduct by its members, and facilitating organizational transparency and accountability, including ensuring protocols for evaluating, reporting and improving the CIRH's performance against its mission over time. [Roles and Expectations doc]

The CIRH Board's role involves both approving CIRH guidelines and policy, as well as evaluating and approving funding decisions for significant projects that come before the CIRH. The CIRH Board's role also involves advocating for the CIRH, mobilizing resources from donors and other stakeholders, and coordinating interaction among the CIRH, the Haitian twale. donors, non-governmental organisations fNGQsl and other stakeholders. [Roles and Expectations doc]

CIRH Board members are expected to participate in discussion and decision-making in formal | meetings and between them, and to exercise a fiduciary duty, setting an example by including by avoiding both the fact and the appearance of any conflict of interest. [Roles and Expectations doc]

II. Scope of the Code

This Code of Conduct (the "Code") applies to all members of the CIRH Board of Directors.

III. Standards of Conduct

- 1) Appointment to the CIRH Board is an honor and requires Board members to maintain high standards of honesty, integrity and impartiality. [IDB Board]
- 2) In the conduct of their official duties, CIRH Board members must act efficiently, diligently and transparently. Board members must place the public interest before their own Interest execute their duties in accordance with the laws of Haiti and the Bylaws of the CIRH, and work with the highest standards of ethics, integrity, sound ethics and in a Professional manner and Professionalism. [PwC draft]
- 3) . In decision-making, CIRH Board members must act lawfully and exercise their discretionary .powers impartially, taking into account only relevant matters. In the conduct of their official duties, all CIRH Board members must be guided by the public interest rather than by private or partisan allegiance. [PwC draft]

UNCLASSIFIED U.S.

Department of State

Case No. F-2015-16287

Doc No. C06019272

Date: 10/20/2016

- IV. Fiduciary Duty
- 4) CIRH Board members must exercise all fiducial? duties, including the duty of loyalty to the CIRH and Df impartiality toward and among its constituencies and bcneficiaries.
[Roles and Expectations doc]
- V. Conflicts or Interest, Disclosure of Information and Recusal
- 1) CIRH Board members must disclose any personal, familial or financial interests or
| relationships regarding affecting matters before the Board. [Roles and
Expectations
doc)
- 2) . CIRH Board members must avoid actual conflicts of interest or the
appearance of conflicts of interest. In situations where actual conflicts of interests
arise, CI RH Board
■' members must recuse themselves from participating in the conflicted matter or
decision.
[UN] [Roles and Expectations doc]
- 3) CIRH Board members must not use their official authority for the improper
advancement
of their own, their family's, any relative's, any business associate's, or a personal
associate's personal or financial interest CIRH Board members must not engage in
any transaction, acquire any position or function (including outside employment)
or have any financial, commercial or other comparable interest that is
incompatible Jyith their office, functionis and/duties dr the discharge thereof. [UN].
- 4) CIRH Board members must not engage in financial transactions using non-
public CIRH information or allow the improper use of such information to
fiirthereny private' interest.
[U.S. Executive Branch]
- I 5) CIRH Board members must comply with measures established by Haitian law or
by
administrative polities such that, oiler leaving their employment positions, they
shall not take improper advantage of their previous office. [UN]
- VI. CUks and Other Improper Influences
- 1) CIRH Board members must not place" themselves in a situation where they are
obligated to return a favor to.any person or organization. CIRH Board members
must avoid all conduct, public or private, that might make them vulnerable or
susceptible to improper influence. [PwC draft]
- 2) CIRH Board members must not solicit or accept on their own behalf or on
behalf of any family member, relative, friend, business or organization with which
the Board member may be associated any gift, gratuity, favor, loan, hospitality,
avoidance of loss or any. similar benefit that would make them vulnerable or
susceptible to improper influence or the appearance thereof In the course of their
official duties. [PwC draft]

Comment fA); Hit* u* nctd* ■ ww eiwc Me
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Department of State

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Case No. F-2015-16287

Doc No. C06019272

Date: 10/20/2016

UNCLASSIFIED U.S.

Department of State

Case No. F-2015-16287

Doc No. C06019272

Date: 10/20/2016

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- 3) CIRH Board members may accept nominal or minor gifts or conventional hospitality, to such an extent and on such occasion as is recognized by custom and does not create an actual, potential or apparent conflict of Interest {PwC draft}
- 4) . CIRH Board members may accept gifts or donations in the course of their official activities on behalf of the CIRH and/or the Government. Such gifts must be included in an Inventory kept by the CIRH. [PwC draft]

VII. Confidentiality

- 1) During and after the term of their CIRH tenure, CIRH Board members must keep confidential any information relating to their CIRH duties, or information from any agency or department of the Government, unless provided with express written authority to divulge the information. (PwC) However, CIRH Board members may disclose information that is available to the general public. In addition, exceptions may be made if the requirements of national legislation, performance of duty or the needs of justice strictly require otherwise. [1DB CEPC]

VIII. Enforcement

- 1) The Performance and Anti-Corruption Office shall inform CIRH Board members that the Code governs their behavior at the CIRH, inform Board members of relevant provisions of the Code, and make copies of the Code available to all CIRH Board members. (PwC draft)
- 2) CIRH Board members must take all necessary action to understand and comply with the provisions of this Code and any applicable amendments to the Code. [PwC draft]
- 3) CIRH Board members must report to the Performance and Anti-Corruption Office if they become aware of breaches of this Code, whether by other CIRH Board members or themselves. [PwC draft]
- 4) CIRH Board members who have questions about the Code's applicability or are unsure if Code provisions have been violated must seek advice from the Performance and Anti-Corruption Office or other CIRH designated ethics official. [U.S. Executive Branch]
- 5) The CIRH shall establish investigative procedures, administered by the Performance and Anti-Corruption Office, for determining whether a CIRH Board member has breached this Code, with due regard to procedural fairness and all applicable laws, [PwC draft]
- 6) CIRH Board members who, through the applicable process, have been found to have breached this Code may be disciplined by any of the following, in addition to sanctions otherwise provided by law:
 - > Requirement for corrective or remedial action
 - > Oral or written reprimand

. ^ 3 -

HL DRAFT-6 JUKE 2010
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- > Temporary or permanent loss of privileges or benefits
- > Termination of contract
- > Loss of future employment and contract opportunities with the CIRH
- > Any combination of the above, or combination with other sanctions

7) The CIRH Co-Chairs shall have the discretion to hear appeals of any decision made in regard to this Code of Conduct. Their decision in any appeals granted shall be final. |
(PwC draft)

IX. Definitions

- 1) "Conflict of Interest" means any direct or indirect, monetary, or non-monetary, advantage or benefit a CIRH Board member has that poses a potential conflict with the performance of his or her official duties. [CIRH Bylaws]
- 2) "Family member" or "relative" means, with respect to a CIRH employee, (1) the spouse, domestic partner, dependent child or any other member of the CIRH employee's family who may be considered a dependent of the CIRH employee; or (2) any individual related to the CIRH Board member within three degrees of family relationship whether by blood, by adoption or through relationship by marriage or domestic partnership). [CIRH Bylaws]
- 3) "Government" means the Government of the Republic of Haiti.
- 4) "Public interest" refers to the interests and objectives of the Government as they may be specified from time to time by legitimate government entities.

Comment: [U] Noted: primary
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Comment: [A3] Can vpd/Alnw-Wban

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From: Weymouth, T. Clark <iweymouth@hoganlovells.com>
Sent: Saturday, June 05, 2010 11:13 AM
To: garry.coniljtf; adesaf; Laura Graham; David iansen;
mpcedfZ; jGabriel Verret 'enjetfj_ B6
Cc: 'Cheryl Mills'; Mills. Cheryl D; Eric.Braverman J Andrew Cavey;
J Carrington, Wesley V. RELEASE IN PART B6
Subject: FW: CIRH/Code of Conduct
Attachments: 2010-06-05 HL QRH Draft of Code of Conduct 6-4-10 • cdm.doc

All —

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Best regards.

T. Clark Weymouth
Partner

Kogan Lovells US LLP
Columbia Square 555
Thirteenth Street, NW
Washington, DC 20004

Tel. +1 202 637 5600
Direct. +1 202 6378633
Fax: +1 202 637S910

Email: tweymouth@hoganiovetis.oom www hogantovells.com

P/vase consider Me environment helom printing this e-mail.

From: Cheryl Mills [mailto:C
Sent: Saturday, June 05, 2010 8:11 AM
To: Weymouth, T. Clark Cc: lamaJraham; David Jansen: Cheryl Mills;
oarry.conillel ... I adesai[mpcedd... Andrew Cavey; | _____
i Gabriel Verret; Eric.Braverman]

J; Carrington; Wesley V.; enjecN
Subject: Re: CIRH/Code of Conduct

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- As currently written, the Code does not cover board members. In principle it would be simpler and more streamlined to have a single Code of Conduct that applies to both employees and board members. However, many international organizations have separate codes for employees and board members. Please consider the appropriateness of having a single code versus separate codes.

* 1 ■

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Hunks, and best regards.

>

T. Clark Weymouth
Partner

Hogan Lovells US LLP
Columbia Square 555
Thirteenth Street, NW
Washington, DC 20004

Tel' +1 202 637 5600
Direct* +1 202 637 8633
Fax +1 202 637 6910
Email: tcw@hoganlovells.com
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COMMISSION internationale pour

5 CODE OF CONDUCT

I. Introduction

The Commission Interim pour la Reconstruction d'Haïti ("CIRH" or the "Commission"¹³) is committed to this Code of Conduct and intends to ensure the highest standards of professionalism, integrity and transparency for the work of the Commission Interim pour la Reconstruction d'Haïti ("CIRH" or the "Commission"). It sets forth vital principles of good governance, namely that all persons employed by the CIRH hold a position of great responsibility and trust, which includes the duty to serve the Citizens of Haiti and to act at all times in the public interest. CIRH must ensure that it maintains

of conduct. The Code sets forth vital principles of good governance. The Code is designed to promote citizen confidence in the impartiality and effective functioning of the Commission and the Code also serves to ensure that the Commission has a positive, productive and motivating work environment. (PwC draft and IDB CEPC)

II. Scope of the Code

The Code applies to and binds all persons employed by the CIRH. Except as otherwise provided herein, private parties and their employees doing business with the CIRH are not bound by this Code. (PwC draft)

III. Standards of Conduct

- 1) Generally, in the conduct of their official duties, CIRH employees must act efficiently, diligently and transparently. Employees must place the public interest before their own, must execute their duties in accordance with the law of Haiti and the bylaws of the CIRH, and must work with integrity, sound ethics, and in a professional manner. (PwC draft)
- 2) In decision-making, CIRH employees must act lawfully and exercise their discretionary powers impartially, taking into account only the relevant matters. In performance of the conduct of their official duties, all CIRH employees must be guided by the public interest rather than by private or partisan allegiance. (PwC draft)

IV. Workplace Behavior and Non-Discrimination

I CIRH employees must conduct themselves in a way that influences public trust in the CIRH and fosters a collegial and professional work environment. CIRH employees must always conduct themselves in a way that preserves and enhances the public's confidence and trust in the integrity, impartiality and effectiveness of the CIRH and that fosters a professional work environment. (PwC draft)

- 2) CIRH employees must: (1) be fair and impartial toward all CIRH employees; (2) treat other CIRH employees with dignity and respect and not foster prejudice against other CIRH employees; and (3) refrain from personal or sexual or other forms of workplace harassment, mistreatment, or intimidation or violence of any kind. (IDB CEPC]
- 3) Finally, CIRH employees must not discriminate against nor give preferential treatment to any members of the public based on race, gender, ethnic or social origin, color, sexual orientation or identity, age, disability, religion, familial affiliation or tribe, political persuasion, membership in or allegiance to a political party, conscience, belief, culture or language. [PwC draft]
- V. Conflicts of Interest and Disqualification
- 1) The CIRH shall establish appropriate procedures for addressing conflicts of interest, in accordance with this Code. [PwC draft]
- 2) CIRH employees must avoid conflicts of interest and, in situations where conflicts of interests arise, must promptly inform the Performance and Anti-Corruption Office and comply with the administrative policies of the CIRH to reduce or eliminate such conflicts, of interest. [UN]
- 3) CIRH employees must not use their official authority for the improper advancement of their own, their family's, any relative's, any business associate's, or a personal associate's personal or financial interest. They must not engage in any transaction, acquire any position or function (including outside employment) or have any financial, commercial or other comparable interest that is incompatible with their office, functions and duties of the discharge thereof. [UN]
- 4) CIRH employees must not engage in financial transactions using non-public CIRH information or allow the improper use of such information to further any private interest. [U.S. Executive Branch]
- 5) CIRH employees must remove themselves from any official process that may influence the success of any private venture owned by CIRH employees or their family members or relatives, or business associates, or the award of land or license to CIRH employees or their family members or relatives or business associates. [PwC draft]
- 6) CIRH employees must not own, control, manage, or work as an employee, consultant, agent, trustee, or any similar office in any private enterprise regulated, licensed, supervised, or otherwise managed by their office unless expressly permitted law. *
[PwC draft]
- 7) CIRH employees, their spouses, or any ~~employee~~ business in which they hold a joint interest in any contracts with a foreign business entity if the contract may conflict with the public interest. [PwC draft]

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position of the employee or
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- 8) An employee must recuse himself or herself lfrom participating in any employment- related decision^coricemjnija relative or w Individual with whom he or she has em intimate relationship, including hirina.Msimments of duties, evaluation of performance, awards of merit pay, and any other actions inherent in die employment relationship. In cases of doubt, employees must seek the guidance of the Performance and Anti- Corruption Office. [1D8CEPC]
- 9) CIRH employees must not give preferential treatment or privileged access to the CIRH to [former public officials]- JPwC.draft)
- 105 CIRH employees must disclose to the Performance and Anti-Corruption Office any direct or indirect ownership or other interest in a company or other business venture, the activities of which relate in any way to the work of the Commission. CIRH employees may not work for another employer or a business venture without first obtaining the approval of the Performance and Anti-Corruption Office; any such work must be performed outside normal working hours. Any such aforementioned interest or work must not be related to, affected by, or affect the

- 11)Finally, CIRH employees must comply with measures established by law or by administrative policies such that, after leaving their employment positions, they shall not take improper advantage of their previous office. [UN]

VI. Disclosures

- 1) Generally, CIRH employees must disclose their assets and financial arrangements in accordance with {existing Haitian la^ (P wC draft) .
- 2) In addition to disclosure requirements under Haitian law, CIRH employees must, in accordance with laws or administrative policies of the CIRH, declare business, commercial and financial interests or activities undertaken for financial gain that may raise a possible conflict of interest. [UN]

VII. Gifts and Other Improper Influences

- 0 CIRH employees must never place themselves in a situation where they are obligated to return a favor to any person or organization. CIRH employees must avoid all conduct, public or private, that might make the employee vulnerable or susceptible to improper influence. (PwC draft]
- 2) CIRH employees must not solicit or accept on their own behalf or on behalf of any family member, relative, friend, business or organization with which the employee may be associated any gift, gratuity, favor, loan, hospitality, avoidance of loss or any similar benefit that would make the employee vulnerable or susceptible to improper influence or the appearance thereof in the course of their official duties. [PwC draft]

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- 3) CIRH employees may accept nominal or minor gifts or conventional hospitality, to such an extent and on such occasion as is recognized by custom and does not create an actual, potential or apparent conflict of interest If an employee has any doubt as to whether a particular benefit may be accepted, he or she must consult with his or her supervisor. [PwC draft]
- 4) CIRH employees may accept gifts or donations in the course of their official activities on behalf of the CIRH and/or Government. Such gifts must be included in an inventory kept by the ~~Government~~ CIRH. [PwC draft]

VIII. Confidentiality, Use of Public Resources and Transparency

- 1) During and after the term of their CIRH employment, CIRH employees must keep from any agency or department of the Government, unless provided with express written authority to divulge the information. [PwC] However, CIRH employees may disclose
 - information that is available to the general public. In addition, exceptions may be made in the event that the requirements of national legislation, performance of duty or the needs of justice strictly require otherwise. [IDB CEPC]
 - 2) CIRH employees must not make public statements on behalf of the CIRH except when specifically authorized to do so in accordance with applicable policies. CIRH employees must also avoid public statements or actions that may compromise or appear to
 - compromise the performance of official duties or damage the reputation of the CIRH. [IDBCEPC]
 - 3) CIRH employees must preserve and protect all public property and other resources of the CIRH, including official documentation. CIRH employees must not use or permit public property to be used except in compliance with authorized purposes and applicable law. (PwC draft) ,
 - 4) The CIRH shall develop a transparency policy that seeks to make CIRH policies, processes and decisions as readily accessible and publicly available, consistent with the law and as possible given the CIRH's requirements of confidentiality.
- 8>2E^_i^.(^o^laimjp^a^tE^tx.of CIRH Shallt^ceiyelan atoicwtSgmenfof i^ipt.withlinfr.rCTs^A^l&tjme.^G^i^f^sikho^kft^twwi^t^Saeiti^>I^e^me^ni ^ must be^jnian^d.-when answeringcorfe into^ce.^tete^hoTt^ralls^and jfc-nfiils; CIRH feritpQyees shall trylo be &'hejjfui'as R^ibje-andihallircply.as j^mplelejy,an'd" aMLiraidy aityjssible'faquKtions that flre-ask^f. JCFRH employees must not provide false or misleading information in response to a request for information that i\$ made for official purposes in connection with the cmp receipt and.no-replylieed'bE sent in cases.)

UNCLASSIFIED U S Department of State Case No. F-2015*16267 Doc No
C06019277 Date: 10/20/2016

UNCLASSIFIED US Depa rim am of State Case No, F-2015-16287 Doc No
C0601 9277 Date: 10J20/2016

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6) CIRH employees shall ensure that a decision on every request or complaint to an authority of CIRH is taken within a reasonable time. [PwC draft]

7) Every CIRH decision that may adversely affect the rights or interests of a private person shall state the grounds on which it is based by indicating clearly the relevant facts and the legal basis of the decision. CIRH employees shall ensure that decisions that affect the

CIRH employees shall abstain from communicating the decision to other sources until the person or persons concerned have been informed. [PwC draft]

IX. Enforcement

- 1) The Performance and Anti-Corruption Office shall inform CIRH employees that the Code governs their behavior at the CIRH, inform employees of relevant provisions of the Code, and make copies of the Code available to all CIRH employees. [PwC draft]
- 2) Every CIRH employee has the duty to take all necessary action to understand and comply with the provisions of this Code and any applicable amendments to the Code. [PwC draft]
- 3) CIRH employees must report to the Performance and Anti-Corruption Office if they become aware of breaches of this Code, whether by other CIRH employees or themselves. [PwC draft]
- 4) CIRH employees who have questions about the Code's applicability or are unsure if Code provisions have been violated must seek advice from the Performance and Anti-Corruption Office or other CIRH designated ethics officials. {U.S. Executive Branch}..
- 5) Additionally, CIRH employees must report to the Performance and Anti-Corruption Office any evidence, allegation or suspicion of unlawful, criminal, improper or unethical activity relating to the public service coming to their knowledge in the course of, or arising from, their employment. The investigation of the reported facts shall be carried out by the Performance and Anti-Corruption Office. Also, CIRH employees who believe they are being required to act in a way that is unlawful, improper or unethical, that involves maladministration, or that is otherwise inconsistent with this Code, must report to the Performance and Anti-Corruption Office. [PwC draft]

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| > * * * *

7) The CIRH shall establish investigative procedures, administered by the Performance and Anti-Corruption Office, for determining whether an CIRH employee has breached this Code, with due regard to procedural fairness and all applicable laws. [PwC draft]

8) CIRH employees who have been found through the applicable process to have breached this Code may be disciplined by any of the following, in addition to sanctions otherwise provided by law;

- > Requirement for corrective or remedial action
- > ■ Oral or written reprimand
- > Suspension from duty with pay, with reduced pay, or without pay
- > Restrictions on access to the CIRH's premises
- > Restitution, loss of pay or benefits, or loss of a salary increase for a prior year in which it is later determined that a breach of the Code occurred
- > Temporary or permanent loss of privileges or benefits
- > Reassignment
- > Assignment to a lower position
- > Demotion
- > Reduction or loss of future jwy increases
- > Termination of contract
- > Loss of future employment end contract opportunities with the CIRH
- > Any combination of the above, or combination with other sanctions

[IDB CEt'C]

9) The Co-Chairs of the CIRH shall have the discretion to hear appeals of any decision made in regard to this Code of Conduct. Their decision in any appeals granted shall be final. [PwC draft]

X. Definitions

1) "Conflict of Interest" means any direct or indirect, monetary, or non-monetary, advantage or benefit a CIRH employee has that poses a potential conflict with the performance of his or her official duties. [CIRH Bylaws]

2) "Family member" or "relative" means, with respect to a CIRH employee, (1) the spouse, domestic partner, dependent child or any other member of the CIRH employee's family who may be considered a dependent of the CIRH employee; or (2) any individual related to the CIRH employee (within Hut* degrees jsf familyrelationship[whether.by. blood, by adoption or through relationship by marriage or domeitic partnership].) "[Cli^ Bytaws]

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3) ' "Government" means (he Government of the Republic of Haiti.

4) "CIRH employee" refers to any person employed by the CIRH itself, not including private contractors.

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- 5) "Public Interest" refers to the interests and objectives of the Government as they may be specified from time TO time by legitimate government entities.
- 6) "Private interest" refers to any advantages, privileges, and benefits, whether material or otherwise, for the public official, his or her family members, organizations, or friends with whom the official has had business or political connections.
- 7) "Transparency"¹⁵ refers to the disclosure and/or publication of agreements, decisions, transactions and practices of the CIRH and the Government to the public except where otherwise provided by law.

- ** role of ministries;
- ** launch plan;
- ** FAQ
- ** List of first 5 positions to staff and position descriptions

UNCLASSIFIED U.S. Department of State Case No. F-2015-16287 Doc No.
C06019272 Date: 10/20/2016

UNCLASSIFIED U.S. Department of State Case No. F-2015-16287 Doc No.
C06019272 Date: 10/20/2016

RELEASE IN PART I

From: Mills, Cheryl D
Sent: Monday, May 31, 2010 10:02 AM
To: 'Andrew Cavey'; jmbellerive
Cc: cheryl.mtl^ jadesail Laura Graham; Gabriel Verret
Wamholz, Jean-iouis; Gessie Bellerive; mpcedq Qarry.conille
Eric.Bravemar]

RE: IHRC / Docs for 1st June

Subject: 2010-05-31 IHRC Board briefing agenda June 1st_v2 - cdm.ppt; 2010-05-31 June 1st
Attachments: meeting_running_order.clean - cdm track changes.doc; 2010-05-31 IHRC presentation^
- cdmvppt; 2010-05-31 IHRC FAQ_v2_Clean - cdm editdoc; 2010-05-31 IHRC launch
milestones_v4 - cdm.ppt; 2010-05-31 IHRC Staffing - immediate office needs_v4 -
cdm.ppt; 2010-05-31 IHRC role of Board members v4 - cdm.ppt

Andrew et al:

I have attached documents I have edited -1 have not attached ones I did not edit. I have not yet reviewed bylaws
again; do not know the purpose of the IHRC scope of action document tend db not agrge with its "conte^so^l lid
eiTmii^t^t)

/also have responded to your notes below by pulling them up here:

- Overview presentation:

** On p. 4 - we completely agree that the IHRC is about much more than project facilitation (which is only one of the
sub- processes outlined on this page). The voice-over to the slide will explain the role of the IHRC in ensuring
coordination between actors, including donors, the government of Haiti, s etc, e.g. the project development process
will detail how are used to fill unmet needs and project gaps.

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** We have not followed« W's suggestions to use an expanded version of role of Ministries page, and have taken out
the page from this doc. We believe it would be too detailed given the format of the presentation, and too focused
on the role of IHRC vs ministries, who are only one stakeholder group and not necessarily the main focus for the
donors present. Given there are some elements of this that remain to be ironed out (e.g. will the IHRC approve GoH
projects funded by direct budget support? jShlLY-IF-PM OR DONOR.REQUESJSH)) - we would rather not have this
detailed discussion at this point? JSLEDE IS TOODETAILED.-ByT, IT'S. ACCURXTET'THE ONE\$EFORE AND AfjERIT
ARE/NOT AND SHOULD JBE REMOVED ANT> THE SLICE SHQULD-BE MADE MORE PPT

PRJENDLYI

** We have made some small changes to the page "IHRC will /will not" (now page 5). You mentioned some
contradictions in this page with other documents - we couldn't find any obvious ones, so grateful for
clarification. ISIIDEtS 'INACCURATE - HAP ttfQ.GIye CLAJ FICATION'IBUT IT SHOUBEHB E AMOVED] ~

• Org chart

" Draft of 20 general first hire descriptions: please note that we broadened the language of the job description for the PAO Director from "responsible for monitoring effectiveness / impact of projects" and to "will monitor projects and!>PT'S ^OT^NrB^K-tjIP'gLIDES'OTI^S.PRESEOTXriQNI

** Scope of expectations / work for Board

*' Pledge status

** Bylaws: We have made the following edits to both versions of the bylaws (red-line and final mark up version) and tracked changes.

1. Article 6 - The guiding principles have been updated to be reflect CDM's edits made to the powerpoint slides.
2. Articles 23(b), (c) and (d)(1) - Ttie language on the PAO has been edited. These edits reflect the fact that there is an outstanding issue as to whether impact assessment/progress monitoring will sit in the PAO or Strategy Directorate. There is some flexibility to amend the activities of the PAO under Article 29(d)(1) which gives the office the power to "conduct any other activity as directed by the Co-Chairs consistent with the CIRH mandate", (please see "20100530 org issues file" for discussion) rSEEMV^MAtt^RJESP.ONSEI
3. Articles 26(a) and 22(e) - the language has been edited to reflect the narrower view that private sector office will identify and resolve key structural impediments to private sector investment and efficient markets. (please see "20100530 org issues file" for discussion) [SEE MY EMAIL RESPONSE- THIS IS JUST PUNTING AND HAITI NEEDS

From: Andrew Cavey Sent: Monday, May 31 7:20 AM

Jl maiito:Andrew. r_Cavey£
wmm

Laura Graham: Gabriel Verret: Mills, Cheryl D
adesai _____; garry.conilleCI
Eric Braveiman

IWarnholz, Jean-Louis; Gessle

:i IHRC / Docs for 1st June

Hello,

To: jmbelteriva
Cc: cheryl.miHf
Bellerive;
mpced^
Subject

Please see attached revised versions of the documents In preparation for June 1 st Please note - as per the memo sent in my previous message, we have in places deliberately kept the language broad in order to achieve consensus on some key areas. We look forward to discussing this further on Monday.

•we have not received comments to "IHRC role" document beyond comments from CDM today on the first two pages. It sounds lke there may have been previous comments made which have not beer sent to me.

Thank you to all for working on this so diligently over the weekend. I took forward to discussing further tomorrow.

Best
Andrew

Deliverables for Board briefing 1 June
-Agenda

- Talking points

- Overview presentation:

** On p. 4 - we completely agree that the IHRC is about much more than project facilitation (which is only one of the subprocesses outlined on this page). The voice-over to the slide will explain the role of the IHRC in ensuring coordination between actors, including donors, the government of Haiti, NGOs etc, e.g., the project development process will detail how donor funds are used to fill unmet needs and project gaps.

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** We have made some small changes to the page "IHRC will / will not" (now page 5). You mentioned some contradictions in this page with other documents - we couldn't find any obvious ones, so grateful for clarification.

- Org chart

Other documents

** IHRC role

M role of ministries;

** launch plan;

** FAQ

" List of first 5 positions to staff and position descriptions

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3. Articles 26(a) and 22(e) - the language has been edited to reflect the narrower view that private sector office will identify and resolve key structural impediments to private sector investment and efficient markets, (please see "20100530 org issues file" for discussion)

Pending deliverables

■ Code of conduct (from PWC)

, - Website mock-ups (if we want to show them to briefing participants - preliminary pages can already be viewed on

UNCLASSIFIED U.S. Department of State Case No. F-2015-16287 Doc No. C06019045 Date: 10/20/2016

UNCLASSIFIED U.S. Department of State Case No. F-2015-16287 Doc No. C06019283 Date: 10/20/2016

Dr Andrew Cavey

McKliwey > Company, 1 Jermyn street, London, SW1Y 4UM, U.K.
@ MW ' I * fax,+44.207.339,3158 9 mob -t| 77 I '
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IRELEASE IN FULL!

Agenda for June 11HRC briefing in the Dominican Republic

Item	Description	Time (-1.5 hrs)
Introduction by Co-Chairs		20 mins
Overview of the IHRC operations	• Overview of IHRC's mission, mandate, functions and relationship with stakeholders	15 mins
^^Q&A		50 mins-
Concluding remarks		5 mins

IHRC |

Donor briefing on the Interim Haiti Recovery Commission - draft running order [REDACTED]

June 1st 2010, Punta Cana, Dominican Republic Welcome and Opening (10 minutes)
Prime Minister of Haiti, Jean-Max Bellerive

- Welcome to this first deBW-IHRC briefing, for donors and others with representation on the Board. i-and-tThank you all for making the time to meet with us on this topic that is so important to the people of Haiti and the recovery and development of Haiti.
- Today's discussion is to update you on the progress we have made. We are preparing to ensure WB movemovc forward quickly in the next few weeks to end-unsure that we auioktv-see real change for the people of Haiti.
- There is no question of the great urgency to moving forward with the reconstruction of Haiti:
 - o More than four months after the earthquake, a large number of Haitians are stilt suffering from the aftermath of this disaster.
 - o We know ihe Government needs to provide-gQective leadership to direct and coordinate all of the efforts. Supporting our leadership and timely decision-making is one of the kev objectives of the IHRC.

The international community has shown its generosity, and it is now time to prove to ordinary Haitians that this financial support and all stakeholders' commitment to coordination can and will make a difference in their iives.

eDespite this generosity and the tremendous number of internationali ronmttai Bunas and NuffitefoT

organisations already vvrlking in Haiti, the Government needs 4e provide more effective leadership to diraeftaw/coordinate all of the-effoHs

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The Government of Haiti is committed to working in a new and different way going forward: we will be active decision makers, shaping our own destiny; we will be transparent and accountable for how we spend the-donors' money-we have been given-and-whatto the people of y. donors and the wider public. To make this

commitment a reality, we have created in law the Interim Haiti Recovery Commission, in partnership with the international community.

- We are very grateful to President Clinton for agreeing to act as Co-Chair with me of the IHRC. His ~~effect on~~ love for Haiti and his commitment to our future and building back better is unrivalled.
- The Interim Haiti Recovery Commission (IHRC) will be launched on June 7th in Port-au-Prince.
 - o The IHRC is designed to provide' an effective and transparent coordination mechanism to ensure funds are spent efficiently and in line with Haiti's vision set ~~forth~~for its future, as currently set forth in the Haiti Action Plan.
 - o **~~The IHRC will provide much needed coordination for oil recovery and reconstruction, 00-005 Haiti. This M- critical and urgent given the tremendous challenges and the many notore involved.~~**
- The Commission is recruiting a permanent Executive Director. Our target date to announce the new Executive Director is June 30*. In the interim, Gabriel Verret has graciously agreed to support the co-chairs in facilitating decision-making.
- The IHRC will ensure that the funds contributed towards the recovery of Haiti are spent in a way ~~which ensures that j; accountability~~ accountable to the people of Haiti:
 - o At least half of the Board members will be Haitians, with different sectors of society represented.
 - o There will be transparency about what projects the Commission approves, rejects or returns for modification - ~~recovery~~ projects and programs will be published on the Commissions web site and will be accessible to the public.
 - o Progress in delivering on the recovery plan and the performance of all projects will be regularly assessed and the results shared with the public.
- The work of the IHRC is building on the existing action plan:
 - o The priorities of the IHRC are the priorities of the Haitian government and people, as they are expressed in the Government's Action Plan for the National Recovery and Development of Haiti.
 - o The IHRC will work with Ministries to deepen and enrich the existing plan, and to identify and fill gaps in the recovery effort

- o The work of the IHRC will ensure that the multiple recovery efforts are aligned with the four pillars of the plan: Territorial rebuilding, social rebuilding, economic rebuilding and institutional rebuilding
- The IHRC has been designed in a way that it will strengthen and reinforce the Haitian state. In order: To achieve this objective:
 - o The IHRC will work closely with ministries and local authorities
 - o The IHRC will seek access to embrace leading experts in the field of recovery and reconstruction. Haitian ministries will second some of their staff to work with the Commission, and we are asking our development partners also to provide seconded expertise.

Introductory remarks (10 minutes)

The Honorable William J. Clinton, UN Special Envoy to Haiti

The international community has shown generosity in its response to the earthquake in Haiti, and the Prime Minister and I agree that we need, to show stewardship in managing these resources:

- o The financial resources committed must be deployed in a way which is transparent and accountable to both donors and to the people of Haiti
- o We must maintain and strengthen the political commitment shown by donors, to help Haiti build back better.

The organization of the IHRC provides maximum accountability and transparency to the international community:

- o Major donors will be represented on the board of the IHRC
- o Donors will be able to support the reconstruction not only with funds, but also with technical and administrative capacity - we will be asking you to provide secondment in order to get the IHRC off to a quick start
- o There will be complete transparency about what projects the Commission approves, rejects or returns for ratification -

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- I aW-the-recoveryprojects will be published on the Commissions web site and will be accessible to the public.
- o The Commission is developing will also have a performance and anti-corruption unit which complies with international best practice
 - * The IHRC represents itw moatan inefficient way of coordinating, reinforcing priorities and deploying the considerable funds raised by the international community;
 - o Funds will be spent according to the needs of the country, and in line with a clear strategy for recovery and development (the Action Plan)
 - o Recovery efforts will be coordinated by one central unit to avoid duplication and to ensure needs are met
 - o Central coordination will have a light touch to avoid becoming a bottleneck that impedes the recovery effort
 - I am personally committed to the success of this recovery effort. I believe we have the opportunity today to help create a better Haiti. The Haitian people have once again proven its

resourcefulness and resilience in the face of adversity, and we must not let them down.

- That is why the commitment to Haiti's recovery must come from everyone. The IHRC will be an inclusive organization - working with donors as well as partners from across Haitian society including the government, civil society and the private sector.

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Background presentation (15 minutes)

*

Lynn Taliento, McKinsey A Company

- * Mission statement
 - o The mission of the IHRC is to seek the coordinated, effective and efficient planning and implementation of priorities, plans and projects in support of Haiti's recovery and development in the wake of the 12 January 2010 earthquake
- Guiding principles
 - o Build back better o
 - Maintain urgency o
 - Coordinate effectively o
 - Ensure |ftrt^ ^spEU]ency

-.■] Cnwritto[mil];

- o Maintain absolute integrity
- ☐ Provide febus-accountability
- o Enhance Haitian capacity
- Launch timeline
 - o 31 st May: Launch of website ihrc.ht / cirh.ht
 - o 1 st June: Board / donor briefing
 - o 7th June: IHRC launch
 - o 16th June: First Board meeting
 - o 30th June: Executive Director announcement intended
- (The IHRC will coordinate and accelerate the recovery by working across project life cycles Planning
 - o . Project development
 - o' Project review //approval
 - o . Project facilitation
 - o Impact assessment
 - o; Project monitoring
 - o . Information management
- , o' Liaison with financing
 - o- Communications and stakeholder relations I
- The IHRC will build on existing institutions, not replace them
- Other reconstruction structures have hBd significant impact

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Questions end answers (50 minutes)

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Closing statement (5 minutes)

Co-chairs Jean-

Max Bellerive

- I hope that this has enabled you to understand what we expect of the IHRC.

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UNCLASSIFIED U.S. Department of State Case No. F-2015*162B7

Doc No. C060192B6 Date: 10/20/2016

- I want to reiterate what you can expect from us, the Government leadership, decision making, true partnership with the International community, transparency and accountability to your citizens who have been so generous in supporting us and to our citizens, the people of Haiti

William Jefferson Clinton

- It also remains important that the donors stand by their promises, and show their commitment through fulfilling their pledges for the recovery,
- We will also be asking you to make a direct contribution to the IHRC, to allow the commission to quickly start fulfilling its role in coordinating the recovery effort.

Either of the co-chairs

- We are at the threshold of a tremendous opportunity for Haiti
 - o The IHRC is poised to
 - > ' Align government, donors, NGOs, the private sector and other stakeholders towards a comprehensive Action Plan
 - > Expedite the implementation of urgent reconstruction projects
 - > Develop a truly new approach
 - > Use 21 st century technology to track impact on the ground (e.g., real-time web-based mapping and progress tracking)
 - > Share progress and information regularly and transparently, through IHRC web portal
 - > Become a model of effective and transparent aid coordination for other countries
 - > Become a contributor of talent and insight towards global recovery activities

UNCLASSIFIED U.S. Department of State Case No. F-2015-16287

Doc No. C06019286 Date: 10/20/2016

UNCLASSIFIED U.S. Department of State Case No. F-2015*162B7

Doc No. C060192B6 Date: 10/21/2016

UNCLASSIFIED U.S. Department of State Case No. F-2015-16287

Doc No. C06019286 Date: 10/20/2016

From: 'Mills, Cheryl D' [\[mailto:Cheryl.D.Mills@state.gov\]](#)
Sent: Friday, May 28, 2010 5:46 PM
To: 'Jtric_Braverman' [\[mailto:jtric_b@state.gov\]](#)
Cc: 'Laura.GraharrV; "Amitabh Desai";
Subject: Warnholz, Jean-Louis FW: IHRC points -
Attachments: possible Q&As for presentation' Role of
Ministries slide 2.0 pptx

UNCLASSIFIED U.S. Department of State Case No. F-2015-16287 Doc No. C06019305 Date: 10/20/2016

RELEASE IN PART B6

FVI below on questions for presentation on Ag side - see below.

-----Original Message-----
From: Smith, Jeannemarie E - sent:
Friday, May 28, 2010 5:27 PM To:
Mills, Cheryl D
Cc: Brownj Jocelyn G
Subject: FW: IHRC-points • possible Q&As for presentation

These are some of the questions that have been raised by donors in past side conversations and may be raised at session on Dune 2 -- can presentation be sensitive to them and seek to be responsive?

Jeanne Smith.
Senior Advisor
Office of Deputy Secretary Lew
Room 7240
202-647-0009
1 (mobile) W

..... Original Message-
From: Brown* Jocelyn G
Sent: Friday, May 28, 2010 2:36 PM
To: Smith, Jeannemarie E
Subject: IHRC points - possible Q&As

1. How will donor commitments work through the IHRC? What is the overall process?
2. How do multilateral commitments work?

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Jocelyn G. Brown
Office of the Global Hunger and Food Security Initiative Haiti Advisor Department of State 2201
C Street NU Room 1511
202.647.BB93 (tel)
_____ (cell)

202.647.4141 (fax)

.....Original Message.....

From: Warnholz, Dean-Louis

Sent: Friday, May 28, 2010 12:38 PM

To: Brown, Jocelyn G'

Subject: IHRC points

In mtgs, but that's the core slide for tps. Will revert.

From: Mills, Cheryl D
Sent: 'Andrew_Cavey[| Iljmbelleriv | Laura Graham; Gabriel Verret
To: Gessie Bellerive; adesa t garry.conilld I jean;
Cc: ; Eric_Bratfermar[
Subject: RE: IHRC / To Do's from Wed meeting
Attachments: 2010*05-26 Final June 1 to-do list - cdm comments.ppt

Andrew:

Thanks for this - let's plan to send it out every evening if we can with updates provided to you by noon EDT each day.

Note that I checked or the following was done:

- 1. 1 June internationals have been invited (by telephone, through IHRC donor meeting minute notes with time, by secretariat of call electronically - Ami will also be sending formal invites today)
- 2. Katie Dowd has the note re coat of arms
- 3. ED solicitation was made on donor call (minutes follow-up with request for names to go Gabriel - we should add another recipient so please advise who is best to get that)
- 4. The company that does int'l compensation and location packages is Hewitt -1 will get a contact name this am and circulate it)
- 5. Revision to ihrc/ministry slide done by J-L and circulated to McKinsey
- 6. Preval approved Gabriel on Thursday
- 7. Enex sent admin laws that I gave to H&L who is sharing them with PWC
- 8. We sent comments on bylaws to H&L yesterday.
- 9. J-L worked with Andrew to address org chart yesterday so complete
- 10. We made revisions to June 1 agenda which we will circulate around noon - key issue is whether WJC and JMB are going to do presenting or whether we should have others present so they can react
- 11. Project template completed and submitted by J-L to McKinsey

that would be ideal.

Thanks.

cdm

From: Andrew Cava! [mailto:Andrew.Cavey!]
Sent: Thursday, May 27, 2010 10:28 PM To: 1mbeHerivd~
1 Laura Graham;Gabriel Verret
Cc; Gesste Bellerive: adesaT ~1oarrv.conillej Mills, Cheryl D; jean;
Eric Bravermarf

Subject: IHRC / To Do's from Wed meeting

To help people keep track of progress, we've consolidated all the actions agreed at yesterday's meeting at the US Embassy (received in the e-mails circulated this morning) into a single document, attached.

I look forward to receiving the relevant deliverables for tomorrow (Fri) morning so that I can consolidate and circulate to the group by noon, Thank you to those that have sent some already.

Best,
Andrew

Dr Andrew Cavay
MeKuissey A Company, 1 Jennyn Street, London. SW1y 4UH. UJt
• **te/** **I 9** fax+44.207.339.5156 **9** *ipobw* **I**
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This email is confidential and nay be privileged. If you have received it
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UNCLASSIFIED U.S. Department of State Case No. F-2015-16207 Doc No.

From: "Mills, Cheryl D" <MillsCD@State.gov> • \$6
C06019314 Date: 10/20/2016
Date: Wed, 11 Aug 2010 17:33:54 -0400
To: Mills, Cheryl D <MillsCD@siatc.gov>; Curtis, Meghann A <CurtisMA@state.gov>; Timyan, Judith W <LAC/CARW> <itimvan@usaid.gov>; Daniella Ballou-Aaresl
Cc: <Eric_Braverman j <dairecpierre^ > Paul Farmer^ h Velasco, Jorge W (KAITI/H&EW) <jvelasco@usaid.gov>
Subject: RE: HEALTH MEETING on 17 August (Tuesday) at 5pm - CDM CONNECTING CLAIRE WITH DANIELLA, JUDITH AND COCO
J

Claire

Daniella, Judith and Coco (Jorge) collectively will reach out to you later today or tomorrow am to provide support.

Daniella is working on a ppt that likely can be used for the meeting that follows the notional agenda but In the end, it needs to have your imprint and that of Minister Larsen so it would be Ideal for you all to work together to create what best reflects the GOH goals and objectives as supported by you through the IHRC. Daniella can share that with you tomorrow am.

¹ To: <jmbellerive[']

Cc: <drmaglarsenTñr' " I <irgvS3| |Curtis, Meghann A <CurtisMA@state.gov>;

UNCLASSIFIED U.S. Department of State Case No. F-2015-16287 Doc No.

C06019314 Date: 10/20/2016

Timyan, Judith W(LAC/CARW)<jtimyan@usaid.gov>

Subject: HEALTH MEETING on 17 August (Tuesday) at 5pm « CDM Follow-up on our
meeting last week Dear Jean-Max;

65

UNCLASSIFIED U.S. Department of State Case No. F-2015-16287 Doc No. C06003803 Date: 10/21/2016

From: Gany Conille |
Sent: 08/09/2010 09:32 AM AST
To: "Mills, Cheryl D" <MillsCD@state.gov>; Andrew Cavey;'Laura Graham
1 b"jtg53j ,
Cc: "Laszczych, Joanne" <LaszczychJ@state.gov>; "Wamholz, Jean-Louis"
<WamholzJ@state.gov> Subject: RE: Debris project [P

Agreed Cheryl,

UNCLASSIFIED U.S. Department of State Case No. F-2015-16207 Doc No.

The PM had a hard copy of the full proposal which unfortunately I do not have. Andrew did he share it with you? Garry
C06019314 Date: 10/20/2016

Garry
Conille
Chief of
Staff
Office of the Special Envoy for Haiti
One United Nations Plaza
7th Floor

From: "Wamholz, Jean-Louis" [WamholzJ@state.gov]

Sent: 07/12/2010 04:45 PM AST

To: "Steven Barnes" i ["Klcvorick, CaitlinB¹¹
<K.levorickCB@siate.gov>;

Simon Kennedy

Cc: "Mills, Cheryl D" <MillsCD@state.gov>; "Laura Graham" -
Urena" <aurena[] Andrew Cavey T

;"Angel

Subject: RE: 2010-07-09 IHRC Progress Timeline to CDM.docx

I have no further comments on this end. Just a quick clarification: .Simon, aren't we counting the 18 months

UNCLASSIFIED U.S. Department of Slate Case No. F-2015-16287 Doc No.

C06019314 Date: 10/20/2016

from the signing of the decree, rather than the first Board meeting?

73

Sent: Monday, July
12,2010 2:19 PM To:

sbames

1

Cc: Mills, Cheryl D; Klevorfck, Caltfn B; Igrahanj
■Andrew.Caveyj |

Wamholz, Jean-Louis; a urena

Subject: Fw: <!U11K)/-Uy 1HKC Progress Timeline

to CDM.docx Steven,

Please find the attached document which has been reviewed by McKInsey with some rnrtror edits (changes tracked).

1

*'

Cheers,
Simon

Simon KannMly | McKinsey ft Company
O

Aurora Place, LwrtJB MPhMffn Street, Svdnav NSW ZOOP

V Haitian moM»] _____ | US maMlaj _____ j Australian mbira: [_____]

UNCLASSIFIED U.S. Department of State Case No. F-2015-16207 Doc No.

C06019314 Date: 10/20/2016

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\$6

From: Kevonrek, Caitlin B To:

Hills, Cheryl D.

Cc: 'Cheryl Mite' j

| Warnhote, Jean-Louis; I

tkie wrick

Sent: Fri Jul 09 14TS7T2T2010-----

Subject: 2010-07-09 IHRC Progress Timeline to CDM.docx

Here is document (hat takes J-L edits into account

This email is confidential and nay be privileged, if you have received it in error, please notify us immediately and then delete it. Please do not copy it, disclose its contents or use it foc any purpose.

»nn»Mun.H.«HniiHiH.nn_uiiiDt [attachment

2010-07-09 IHRC Progress Timeline to CDM sb.DOCX deleted by Simon Kennedy/SYD/Australia/MCKiHSBY)

This email is confidential and may be privileged, if you have received it in error, please notify us immediately and then delete it. Please do not copy it, disclose its contents or use it for any purpose,,

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C06019314 Date: 10/20/2016

This email is confidential and may be privileged. If you have received it in error, please notify us immediately and then delete it. Please do not copy it, disclose its contents or use it for any purpose.

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From: Gabriel Verretf
Sent: **Wednesday, June 23, 2010 12:36 PM**
To: laural _____ | Mills, Cheryl D _____
Cc: Wamholz, Jean-Louis; Curtis, Meghann A; Andrew Caveyfl _____ | Eric Bravermanj _____ |adesai
Subject: Re; FW: Geographic Information for Haiti Strategy; CGIO for Haiti

Interesting prospect.

I have passed on to a couple of close GOH contacts for opinion on compatibility/complementary with the GOH's National Center for Geospatial Information (CNIGS), largely EU-financed. ■
I told them I needed feedback fast.

GV.

** On Wed, 6/23/10, Mills, Cheryl D <MillsCD@state.gov> wrote:

From: Mills, Cheryl D <MillsCD@state.gov>

Subject: FW: Geographic Information for Haiti Strategy: CGIO

for Haiti To: laural "GabrielVeiTet" \ "1

Cc: "Wamholz, Jean-Louis" <WamholzJ@state.gov>, "Curtis, Meghann A"

<CurtisMA@state.gov>, AndrewCaveyj|Eric_Braverman(j "adesai" <adesai|

Date: Wednesday, June 23,2010,7:06*AM

Laura/Gabriel

Gening ready to review the position list being circulated for sccondmcni but attached is one we should add to the list for the obvious reasons. While T don't agree with budget they think should be attached to the position (largely b/c much of this will be re or newly constituted when the GOH agency is back up), the role is one that wilt be important to the strategic development not only of plans and standards but of prioritization of where investments go given geographic needs, challenges and opportunities.

Sent: Mon Jun 21 00:28:46 2010

Subject: Re: IHRC / Rrst thoughts on next steps

Thanks andrew ter your efforts of past week.

Add budget committee to the list. Add HRF follow up to-the list tho I think gabriel and I shouitcai meeting w Joe, et ail on follow up - gabriel

We have a web call tomorrow I believe to discuss synergy

Looks unlikely to be able to do pap this week due to committments • next monday-tuesday is looking better

but I haven't discussed w gabriel or korn ferry. I dd see candidates in NY as well. \$6
C06019314 Date: 10/20/2016

Ill leave rest for discussion
Thx Laura
Laura Graham
Chief Operating Officer
& Chief of Staff to President Clinton
The Clinton Foundation

86

From; Andrew Cavey,)
To: Laura Graham; Gabriel Verret
Cc: Cheryl Mills A t garry.conllle #/ Amltabh Desai; y/eymouth, T. Clark; Donley, -
Elizabeth M.; Qureshi, Mahvesh A; Eric Bravermant I;I
Sent: Sun Jun 20 11:00:16 2010
Subject: IHRC / First thoughts on next steps

Hope you had safe trips home after Thursday's extravaganza. I'm having withdrawal from the 100+ emails a day from this group, so I drafted out some thoughts on next steps ouLof.the Board meeting, to help kick-start our can Monday at 8am ET (I'm assuming dial in +18666520222, pass code[/These are in no particular order, and by no

means
exhaustive.

• **Board meeting:**

a/View, sanitise, and circulate minutes

b/Should we ask for feedback?

c/Send list of next steps and how we will approach them

d/ confirm in writing date for next event

e/ Circulate list of contacts for each Board member

f/Note the Haitian Board members had requested "business cards" to Gabriel, Is this something we should oblige?

g/ confirm all Board members now officially appointed (e.g. International NGO. Japan,... others?) h/ What do we need to start preparing for next and who does it? (logistics, invites, material, project proposals, bylaws, budget, etc.)

- Bylaws:

a/List main Issues for further work (e.g. Quorum size, power of ED, power of exec committee, whether Board approves ED, putting a max number of times ed/ec can spend money in their ranges before going to Board, art 26 (incl using "consultation"), adding "local collectivities" in the stakeholders IHRC will engage with, adding more in the bylaws on project evaluation, adding point on ED and exec committee monthly reports, etc.) -

b/Did we settle on creating a committee to review the governance and bylaws before the next Board meeting vs.

■engaging all stakeholders? c/Process for iteration and syndication

Sent: Sunday, June 06, 2010 10:48 AM <

To: Gabriel Verret; Laura Graham; Mills, Cheryl D; Cheryl Mills; adesaf(j_____j gsrryxonille

UNCLASSIFIED U.S. Department of State Case No. F-2015-16207 Doc No.

mpced^ ~" ~ iDavid Jansen; Wevmouth. T. dark; enlecn I~ \$6 1
C06019314 Date: 10/20/2016 I Eric Bravermam tl
mdLEKac iw I*RB j • IAndrew CsveyJ
Subject: IHRC / Current status of docs for Boanj

115

UNCLASSIFIED U.S. Department of State Case No. F-2015-16287 Doc No. C06003865 Date: 10/21/2016
I eric bravermari

t Mins,Cheryl p

Subject: Re: IHRC Board mtg / Summary of all latest docs tonight

Thanks

•Will revert on ppt as based upon wording of changes, have a few to add.
One key issue for call is issue of bylaws and projects intended to be captured, something andrew highlighted based upon a flag I raised In hogan's ppt, which has led on a separate chain to a series of questions we need to address.

If we could put that early on the agenda for discussion that would be ideal.

I have a hard stop for me at B45am bfc of another meeting so if there are other items for which my participation is needed, if we could put at top of meeting that would be ideal. For me that also means the hrf Issues (or that we need a. Side call on hrf issues).

Also - andrew, note you pt re items being sent to translator. On ppt - you cant do track change so flag this to note changes will be in text - will try to change color font but fyi.

2

Partner _____

Hogan Lovells US
LLP Columbia
Square 555
Thirteenth Street.
NW Washington,
DC 20004

TeL +1 202 637
9600 Direct. +1
202 637 B833
Fax: *1 202
637 S910

Email. I weymouthQhoganlovelia.com

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- 5) "Private interest" refers to any advantages, privileges, and benefits, whether material or otherwise, for the public official, his or her family members, organizations, or friends with whom the official has had business or political connections.

C06019314 Date: 10/20/2016
The OIG, including the Performance and Anti-Corruption Office, must ensure that any person who reports an action or activity under this Section based on reasonable grounds and in good faith shall not suffer any prejudice, retaliation or discrimination as a result
- Any prejudicial, retaliatory or discriminatory action taken against anyone who reports shall constitute a breach of this Code. [PwC draft]

Other documents
" IHRC rote